

LIVE LOCAL STUDY: BATTLE CREEK

U3 ADVISORS / JUNE 15, 2015



EMPLOYEES

OVERALL SUMMARY

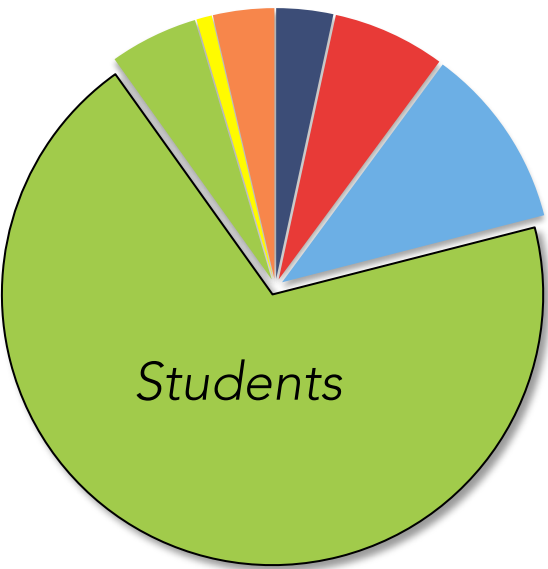
12,100
Students

5,400
Employees

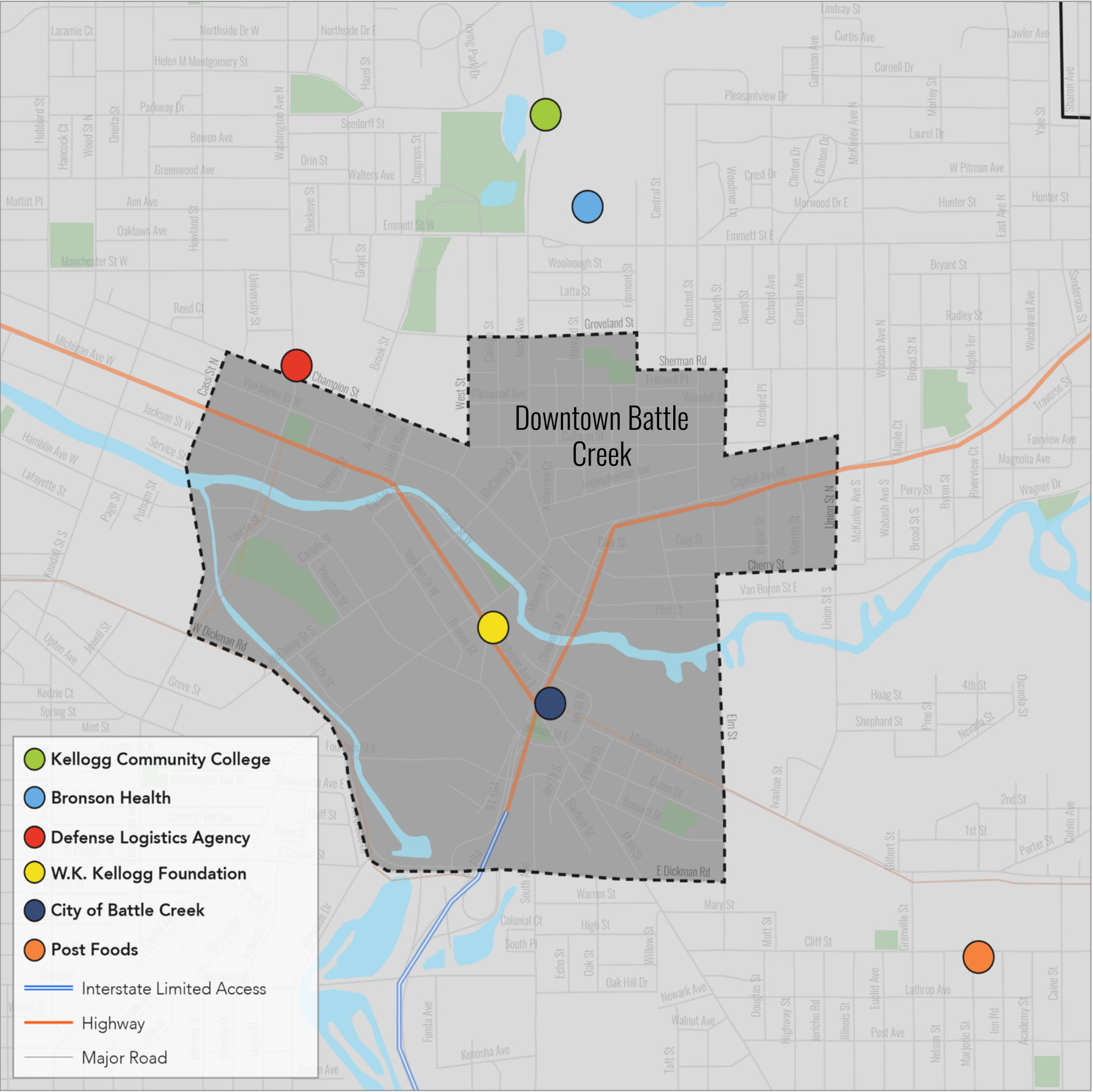
Median Age:
45

Salary:
~70% between \$25k and \$50K

Institutional Share



Source: Institutional In-State Employee and Student Data.
Notes: Median Age based on Bronson Health, Kellogg Foundation and City of Battle Creek Data. Salary based on Bronson Health and City of Battle Creek Data

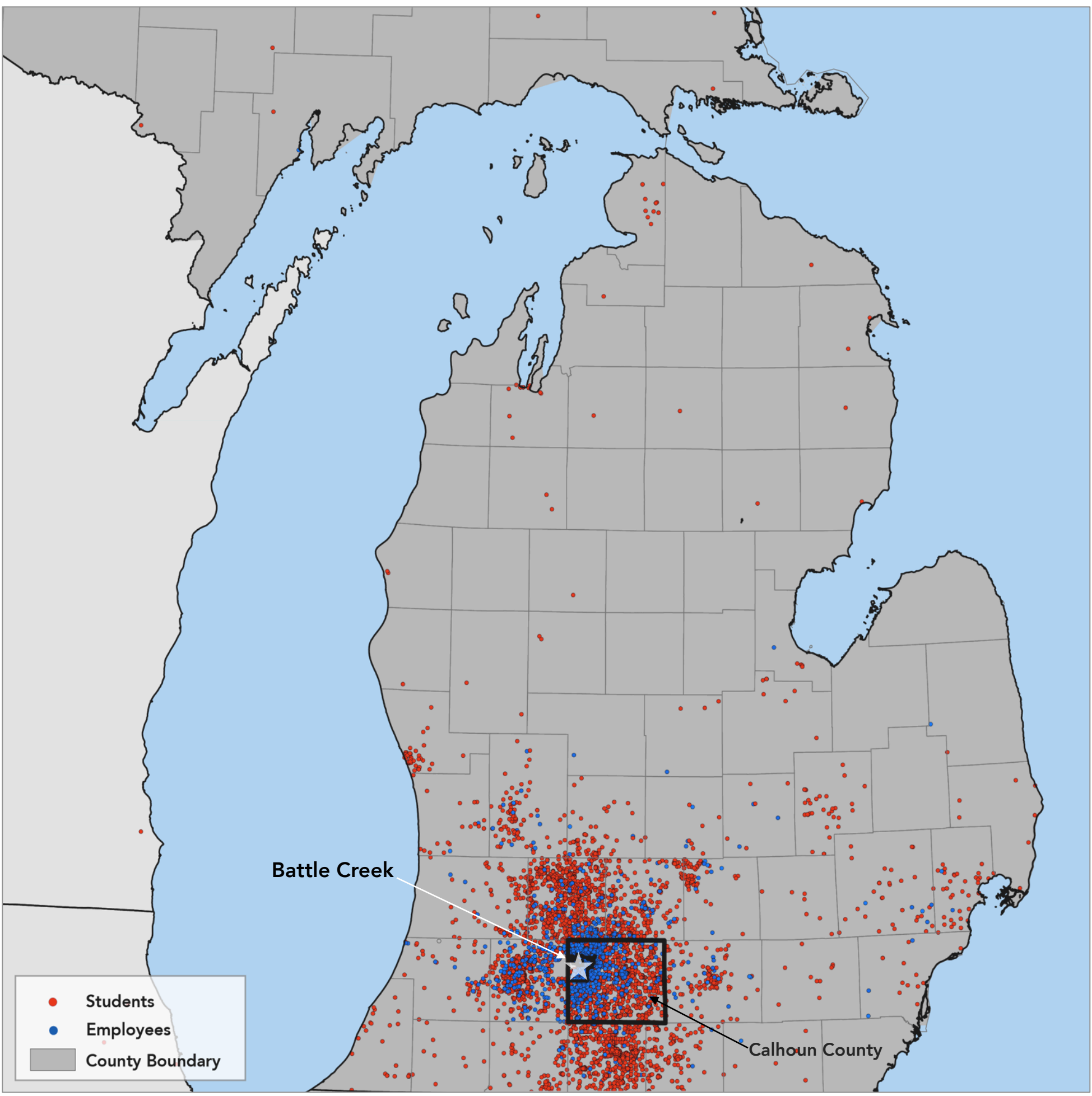
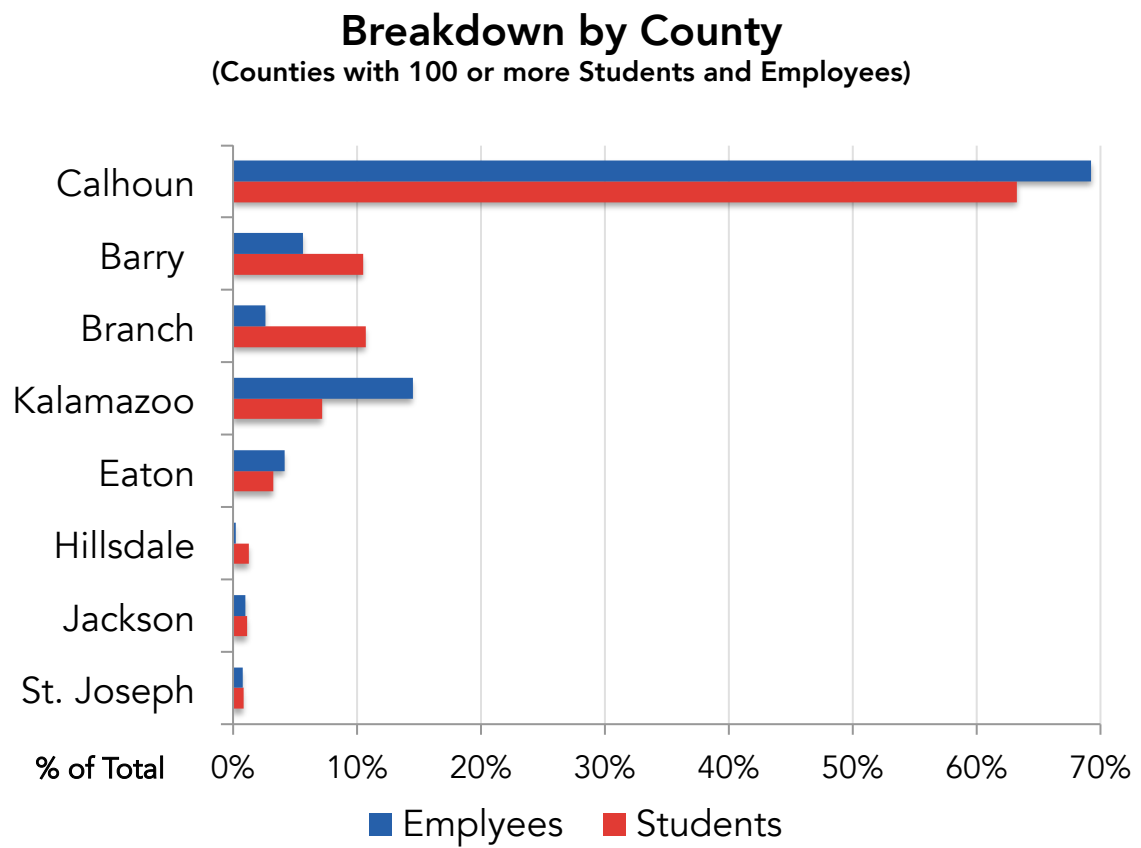


DISTRIBUTION OF EMPLOYEES AND STUDENTS

EMPLOYEES/STUDENTS

REGIONAL

Approximately
12,100 **&** **5,400**
Students Employees
Live in Michigan



Source: Institutional In-State Employee/Student Data.
Notes: Kellogg Foundation, DLA and Bronson Health counts are based on zip code data and are not shown on the map.

DISTRIBUTION OF EMPLOYEES

COUNTY

Approximately

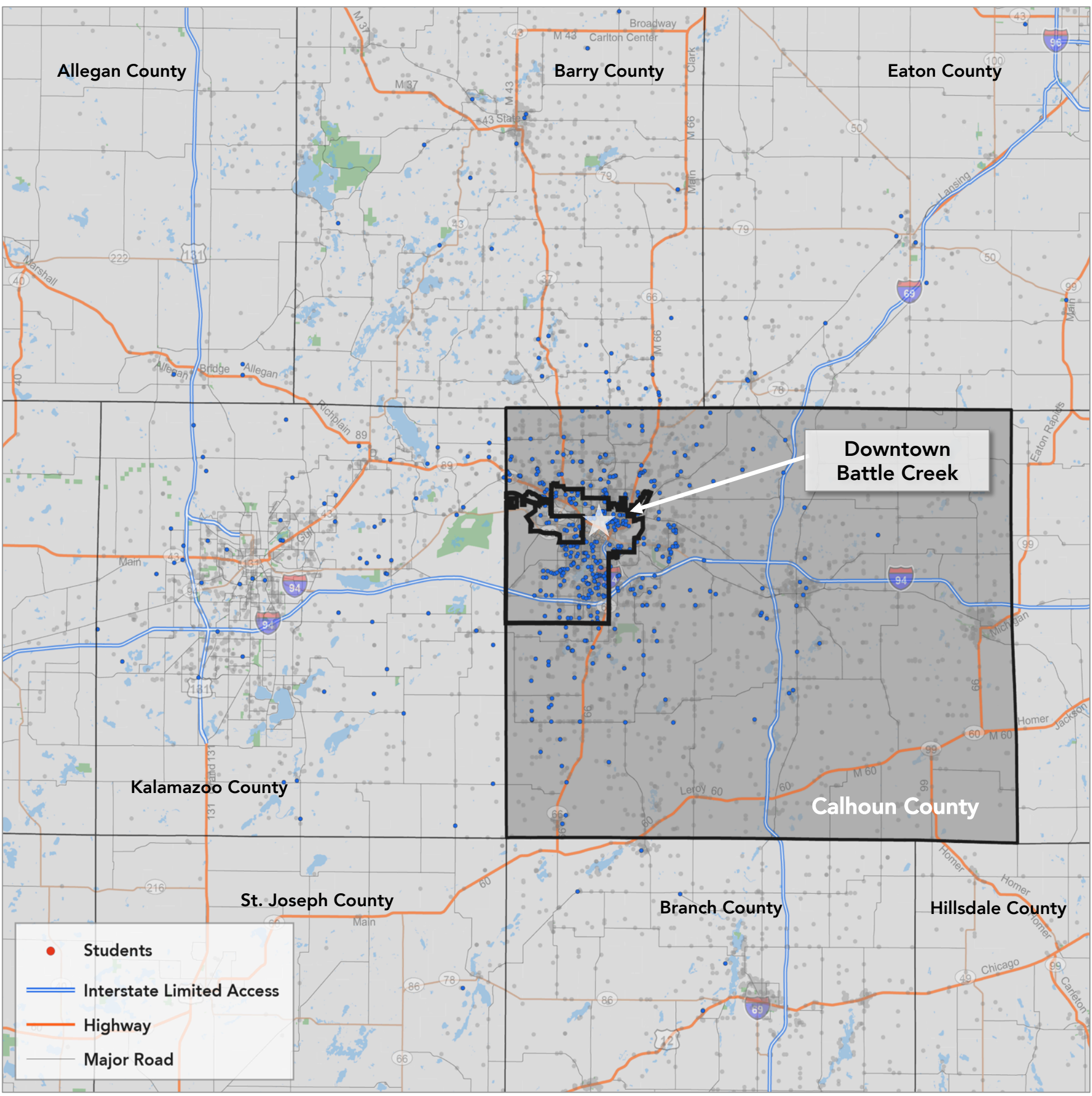
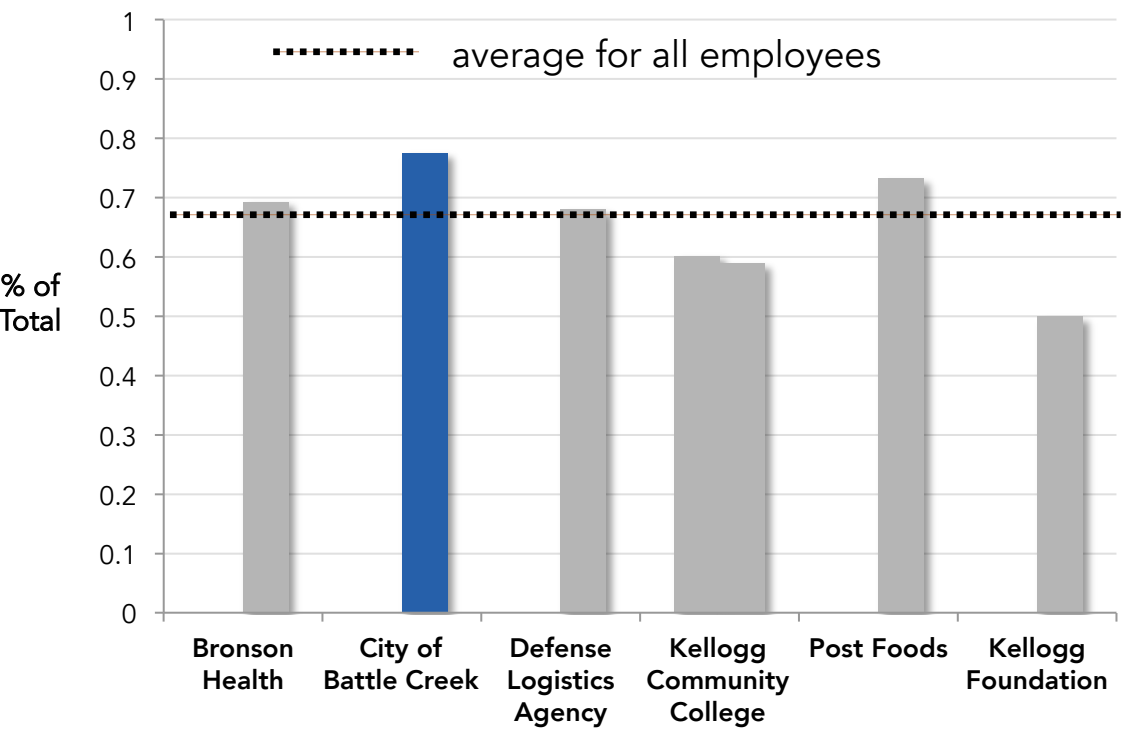
78%

(460)

City Employees

Live in Calhoun County

Breakdown by Anchor



Source: Institutional In-State Employee/Student Data.
Notes: Kellogg Foundation, DLA and Bronson Health counts are based on zip code data and are not shown on the map.

DISTRIBUTION OF EMPLOYEES

COUNTY

Approximately

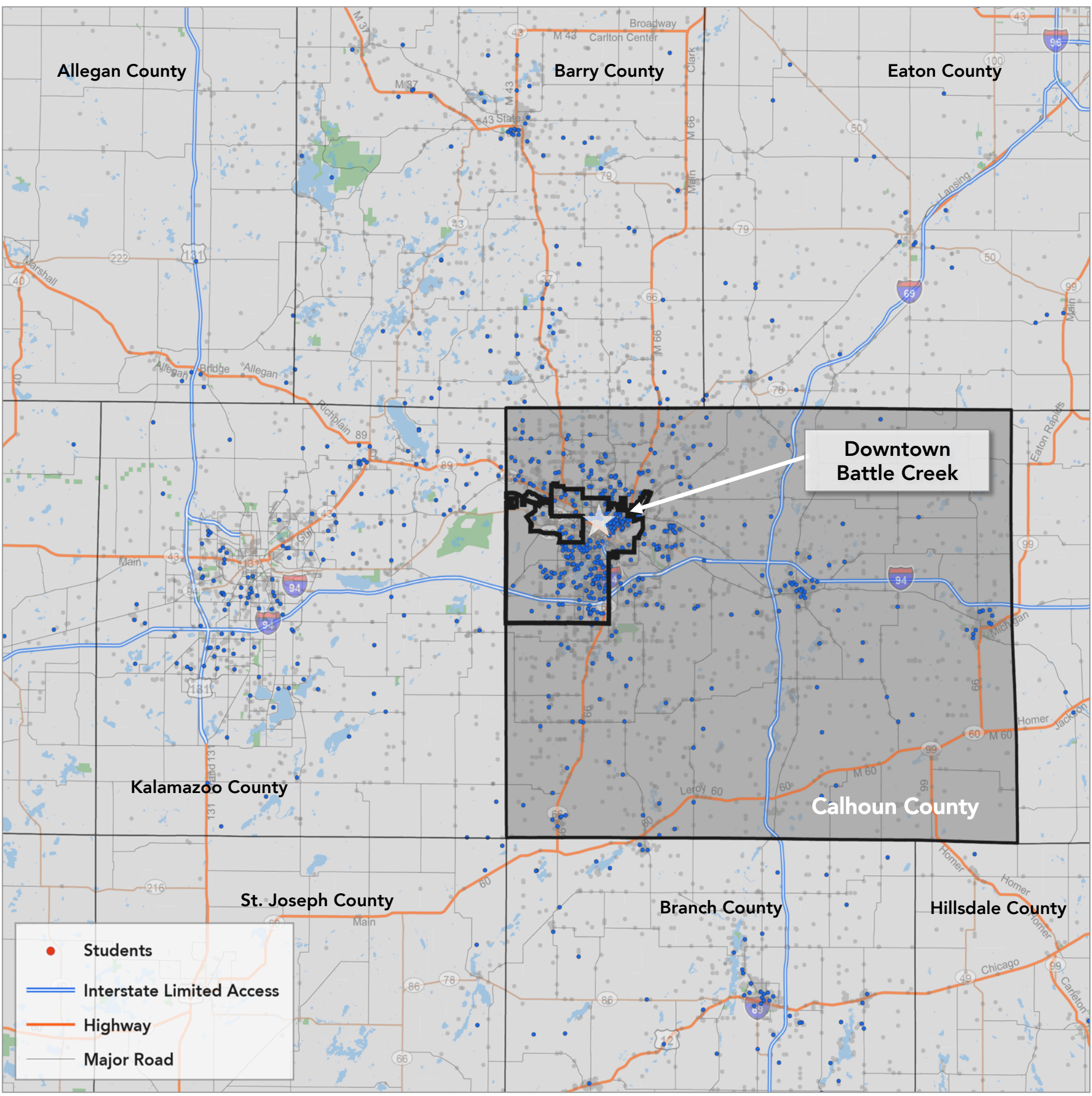
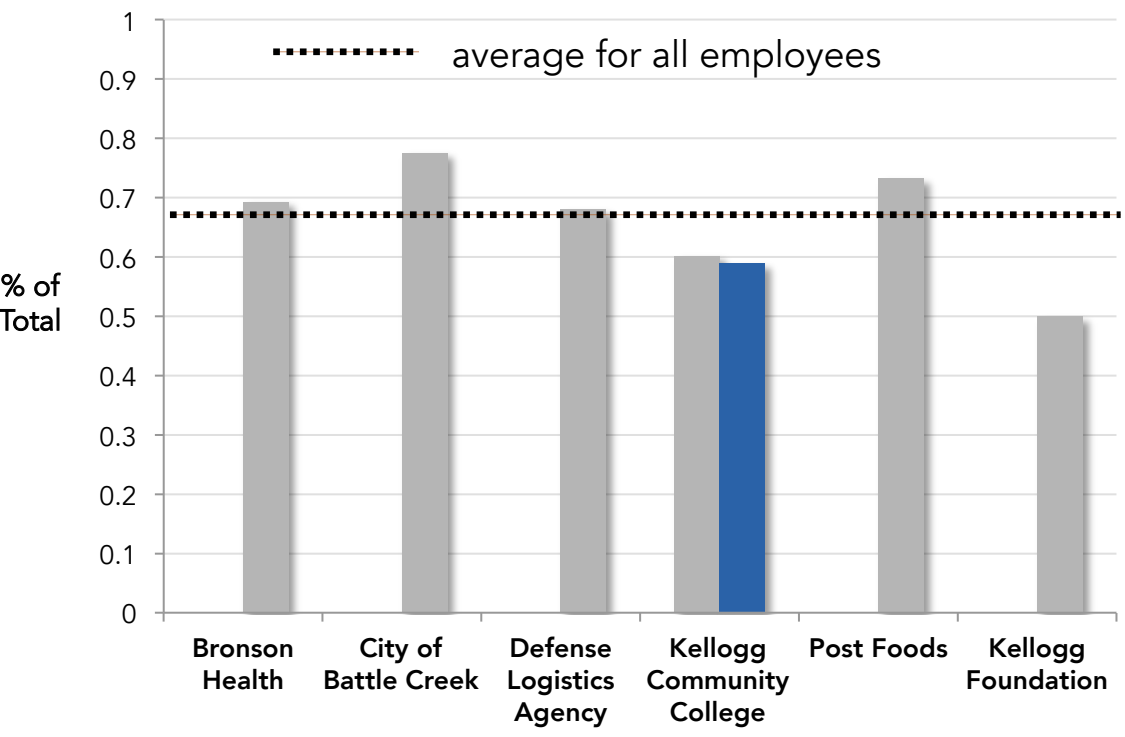
59%

(545)

K.C.C. Employees

Live in Calhoun County

Breakdown by Anchor



Source: Institutional In-State Employee/Student Data.
Notes: Kellogg Foundation, DLA and Bronson Health counts are based on zip code data and are not shown on the map.

DISTRIBUTION OF EMPLOYEES

COUNTY

Approximately

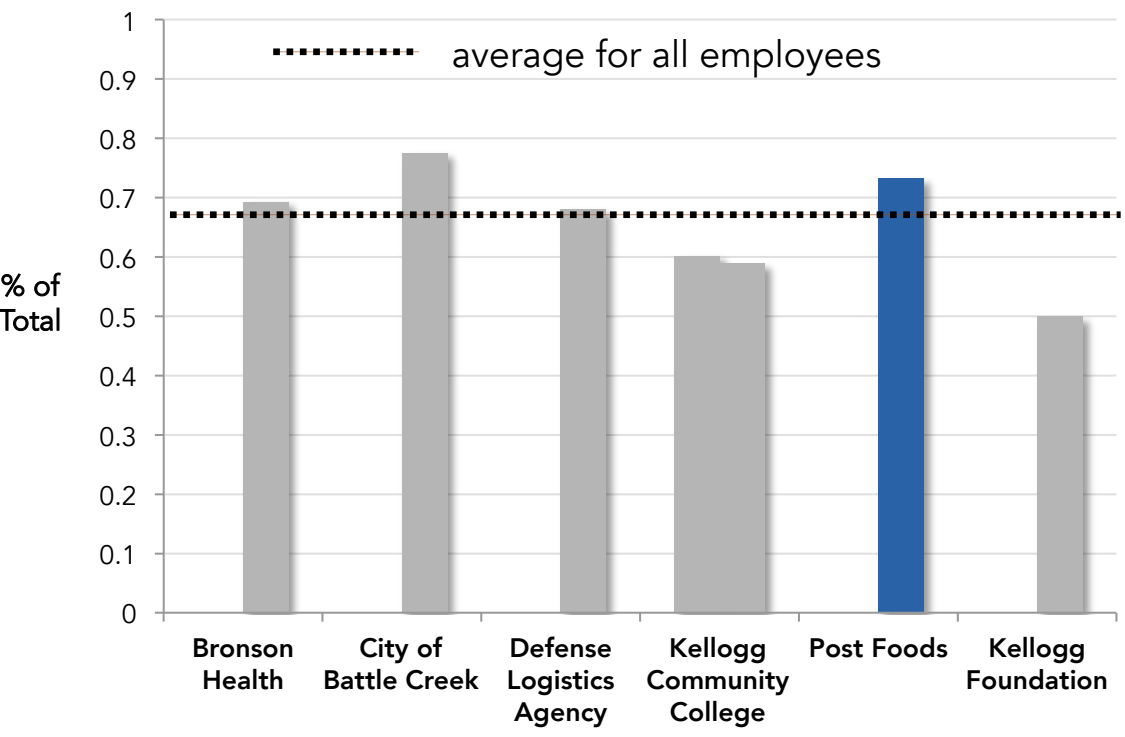
73%

(470)

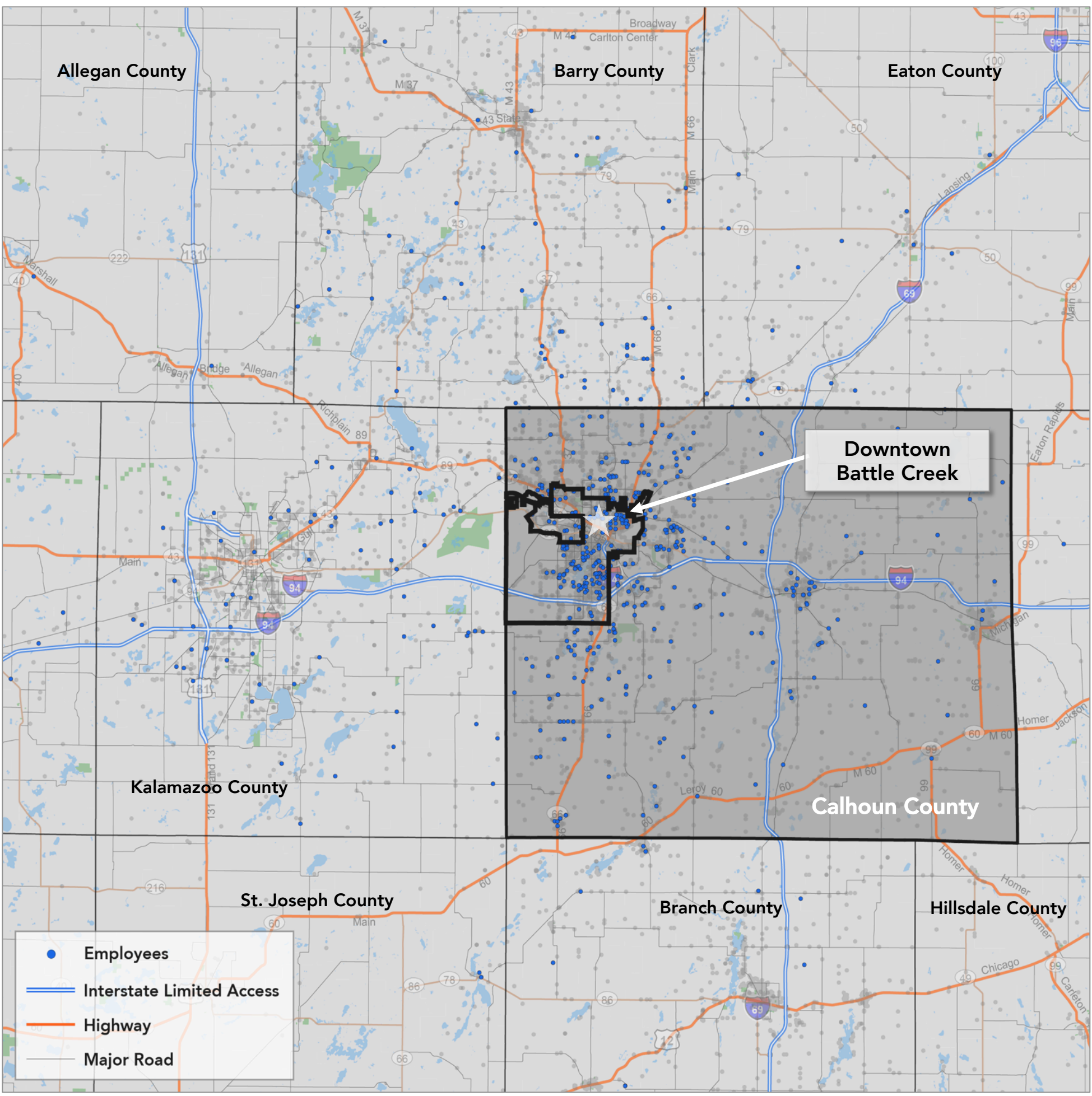
Post Foods Employees

Live in Calhoun County

Breakdown by Anchor



Source: Institutional In-State Employee/Student Data.
Notes: Kellogg Foundation, DLA and Bronson Health counts are based on zip code data and are not shown on the map.



DISTRIBUTION OF STUDENTS

COUNTY

Approximately

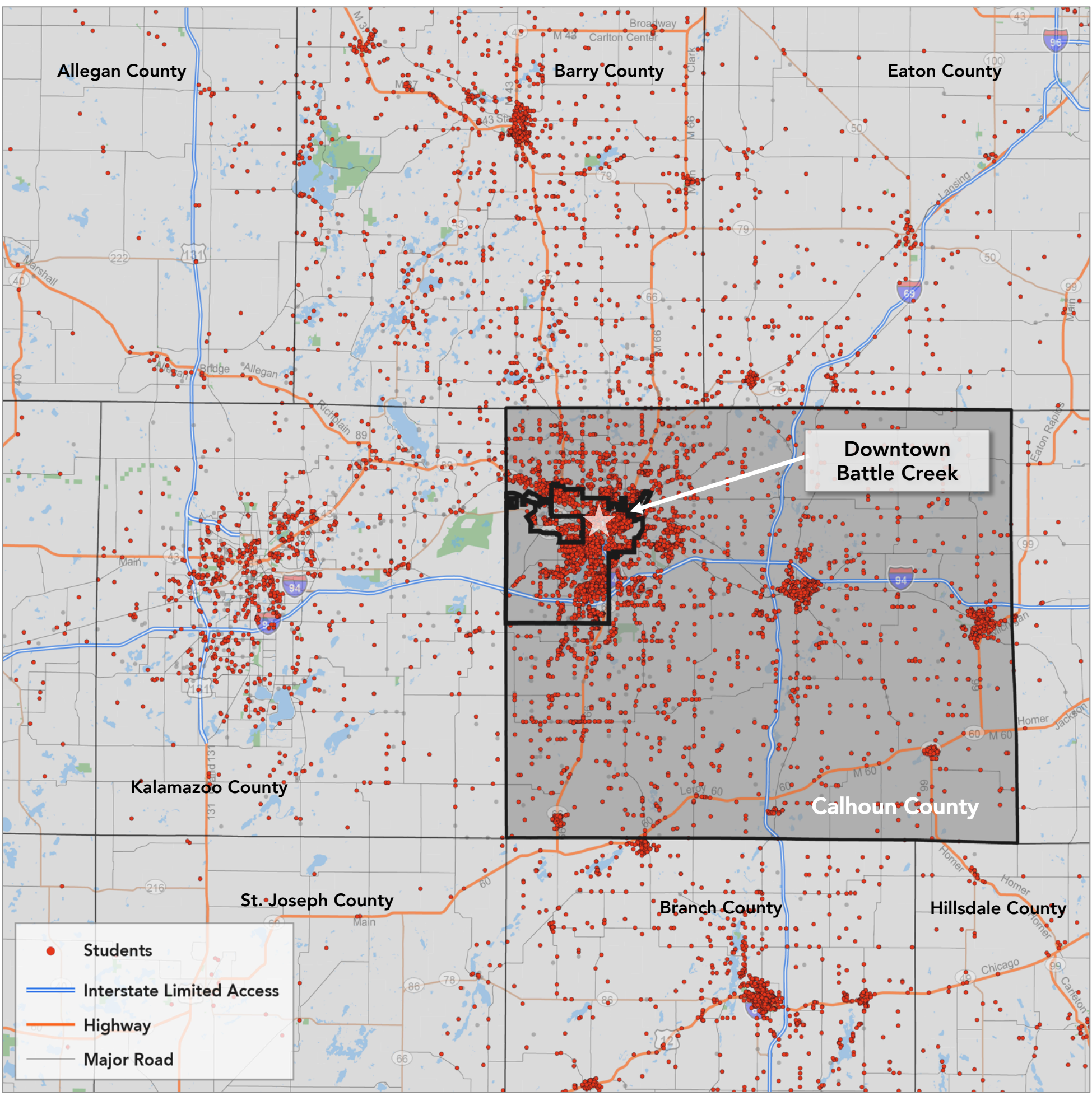
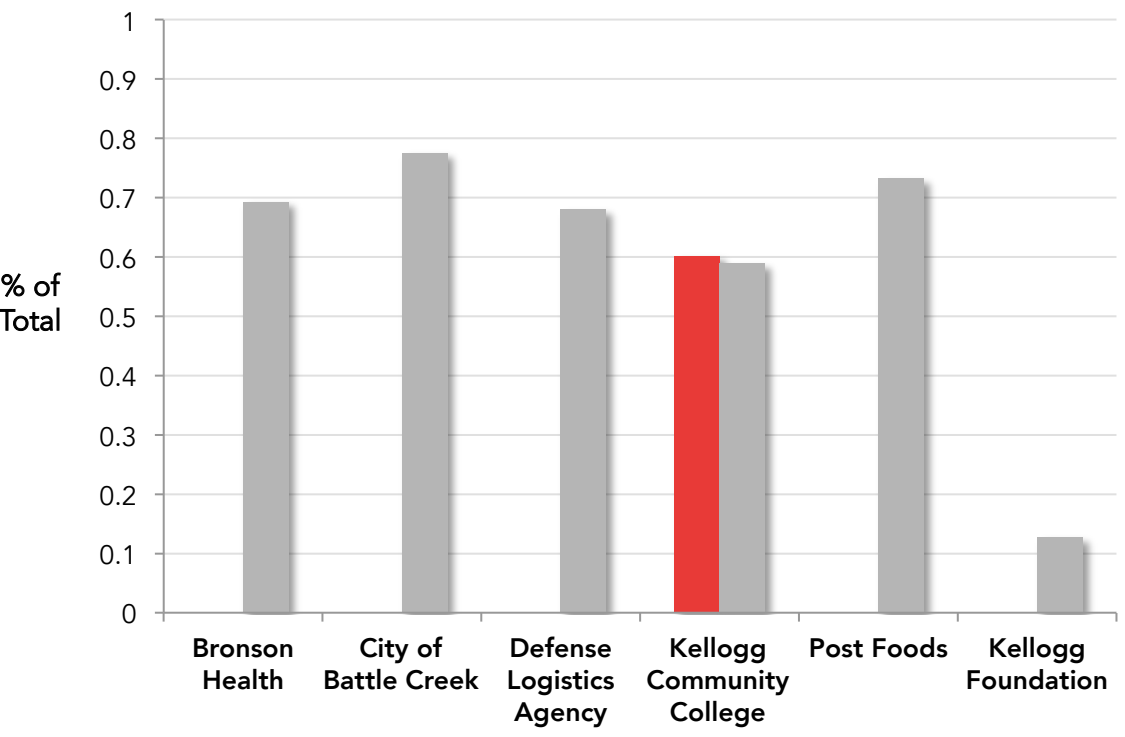
60%

(7,300)

K.C.C. Students

Live in Calhoun County

Breakdown by Anchor



Source: Institutional In-State Employee/Student Data.
Notes: Kellogg Foundation, DLA and Bronson Health counts are based on zip code data and are not shown on the map.

DISTRIBUTION OF EMPLOYEES/STUDENTS

COUNTY

Approximately

60%

Of all
Students

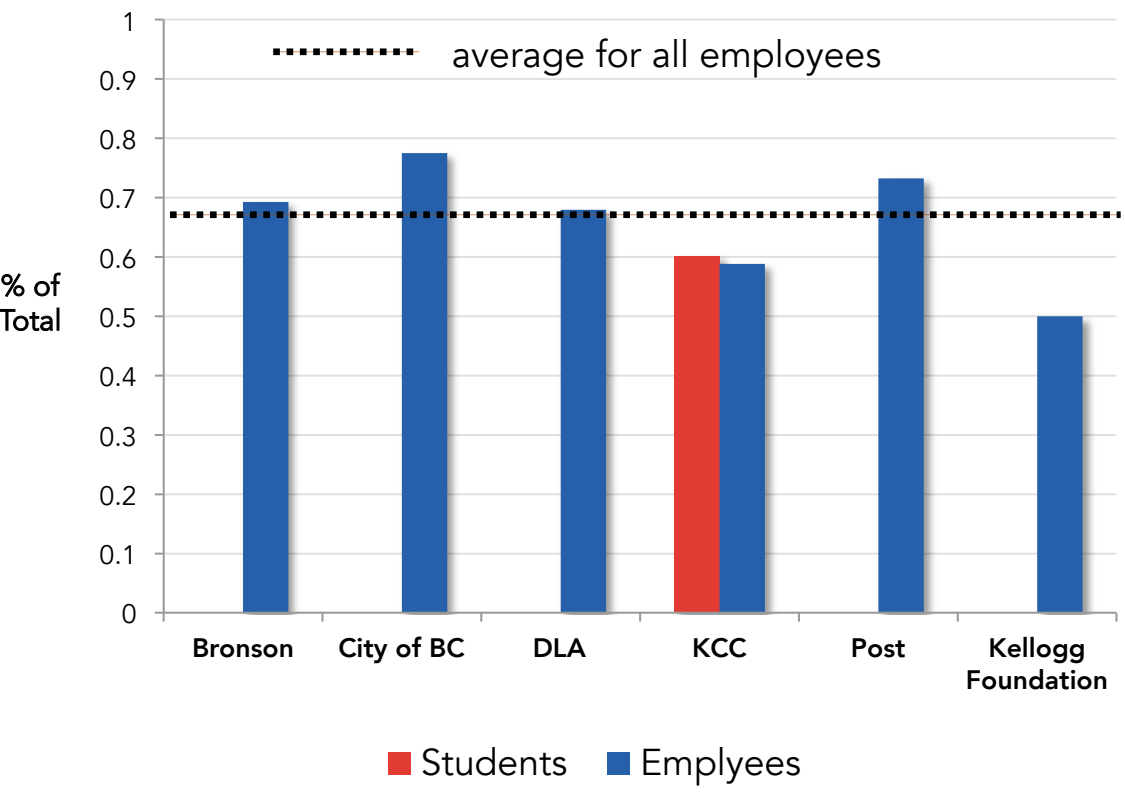
&

68%

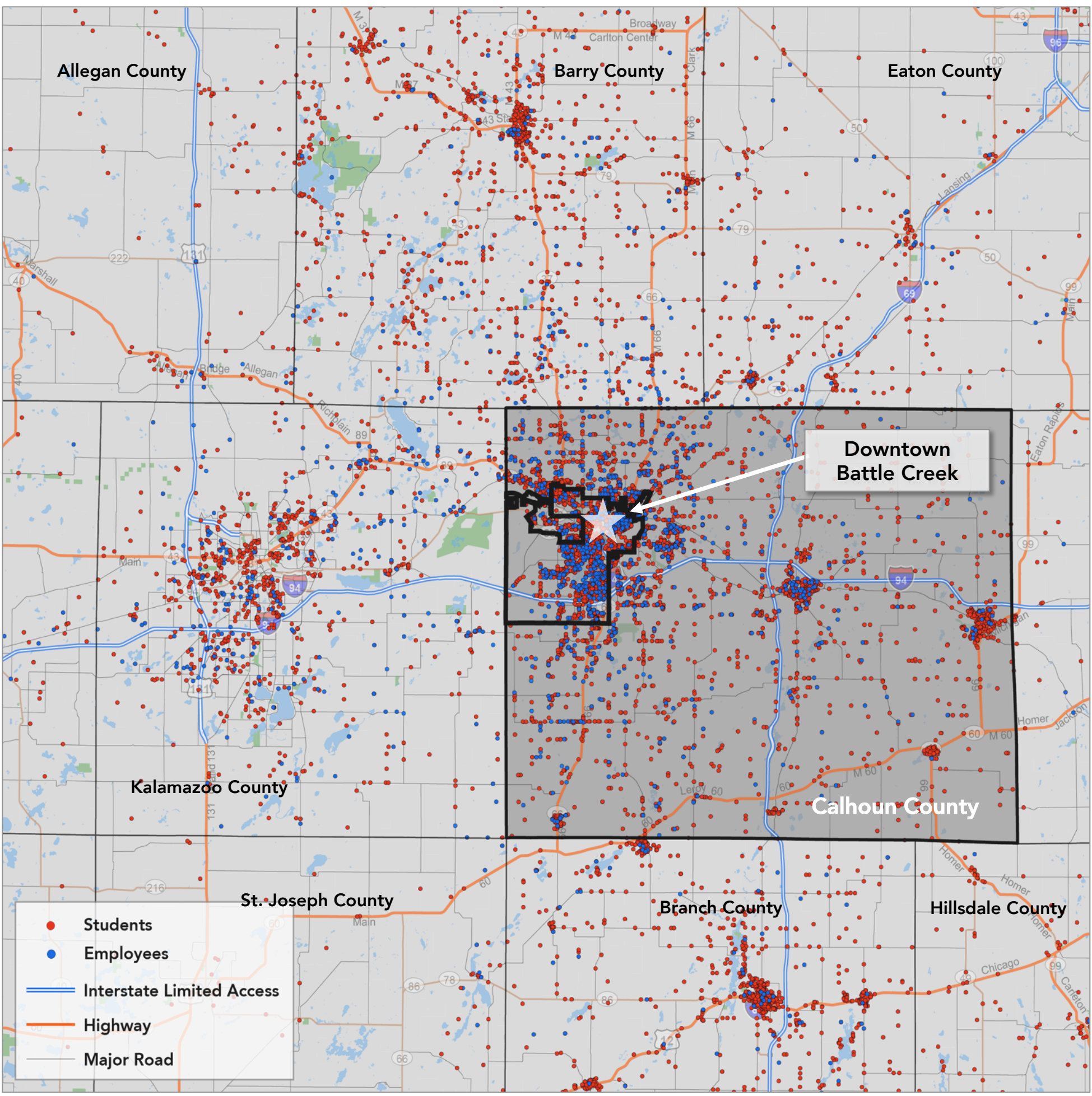
Of all
Employees

Live in Calhoun County

Breakdown by Anchor



Source: Institutional In-State Employee/Student Data.
Notes: Kellogg Foundation, DLA and Bronson Health counts are based on zip code data and are not shown on the map.



DISTRIBUTION OF EMPLOYEES

BATTLE CREEK

Approximately

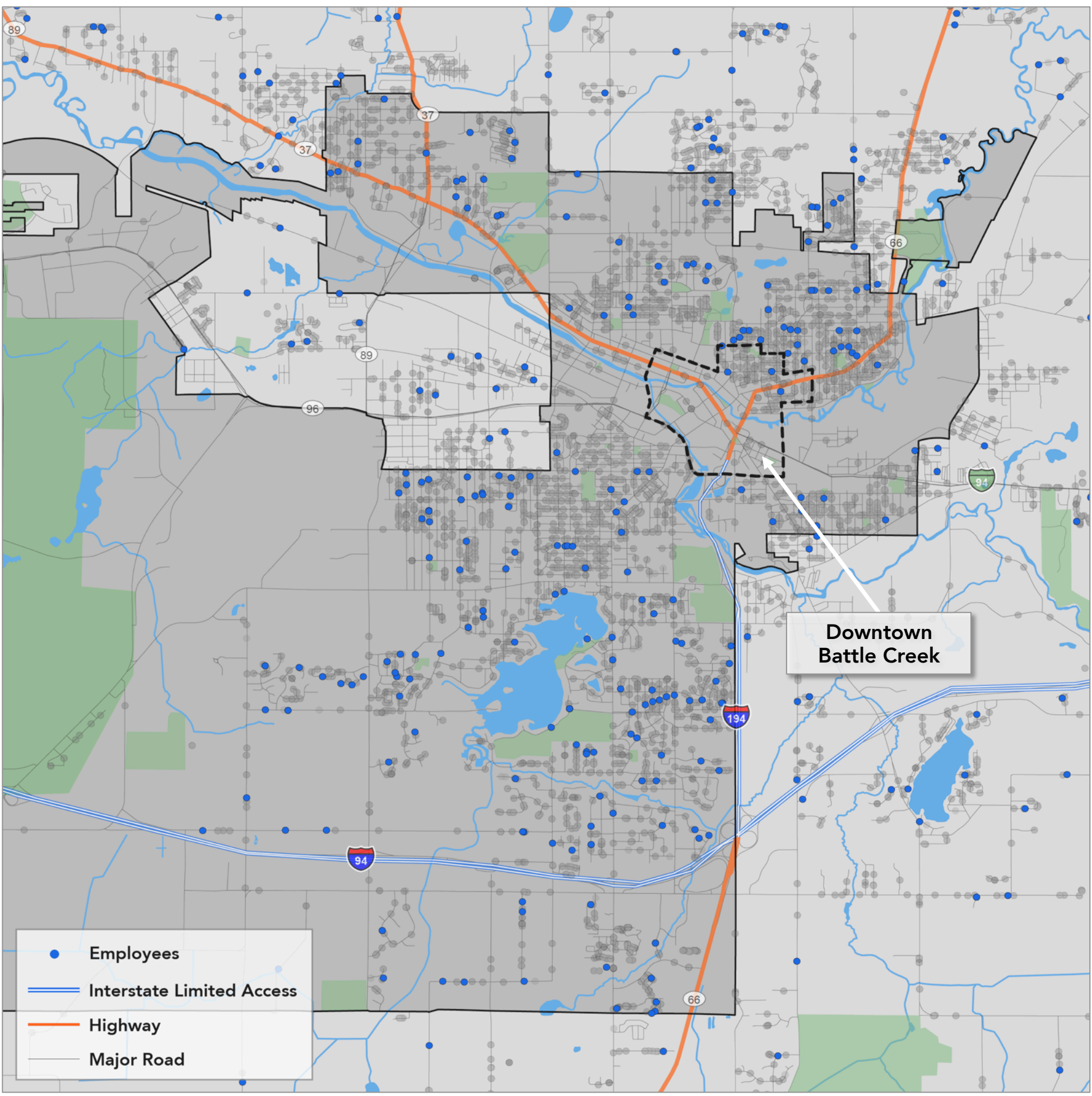
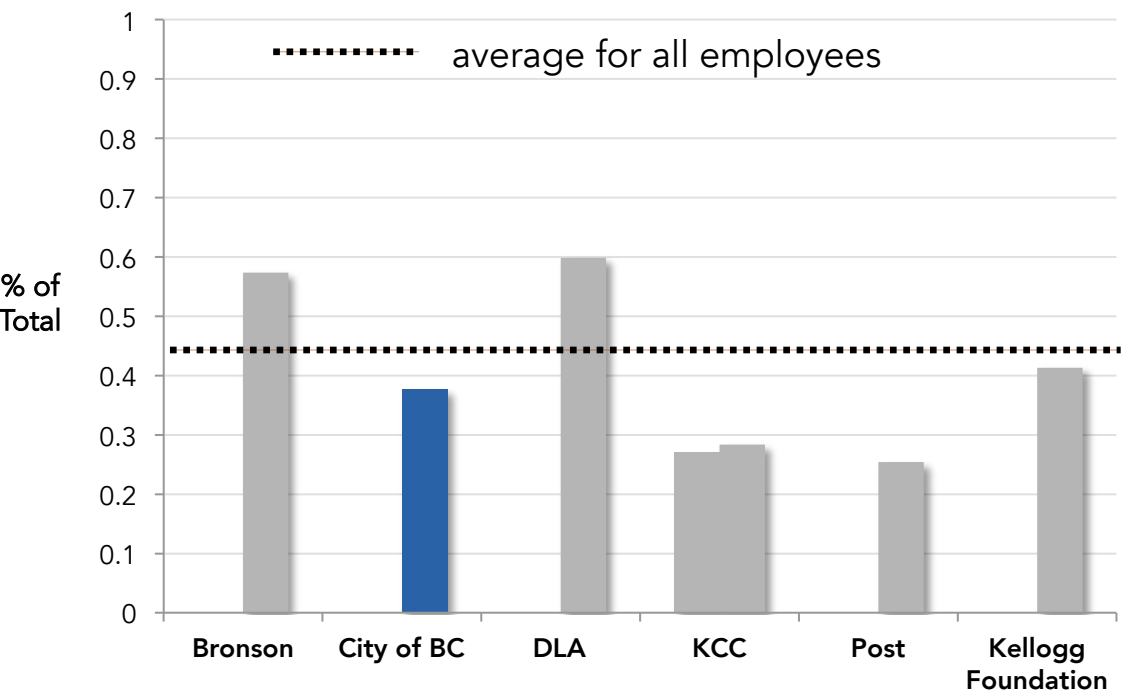
38%

(223)

City Employees

Living in Battle Creek

Breakdown by Anchor



Source: Institutional In-State Employee/Student Data.
Notes: Kellogg Foundation, DLA and Bronson Health counts are based on zip code data and are not shown on the map.

DISTRIBUTION OF EMPLOYEES

BATTLE CREEK

Approximately

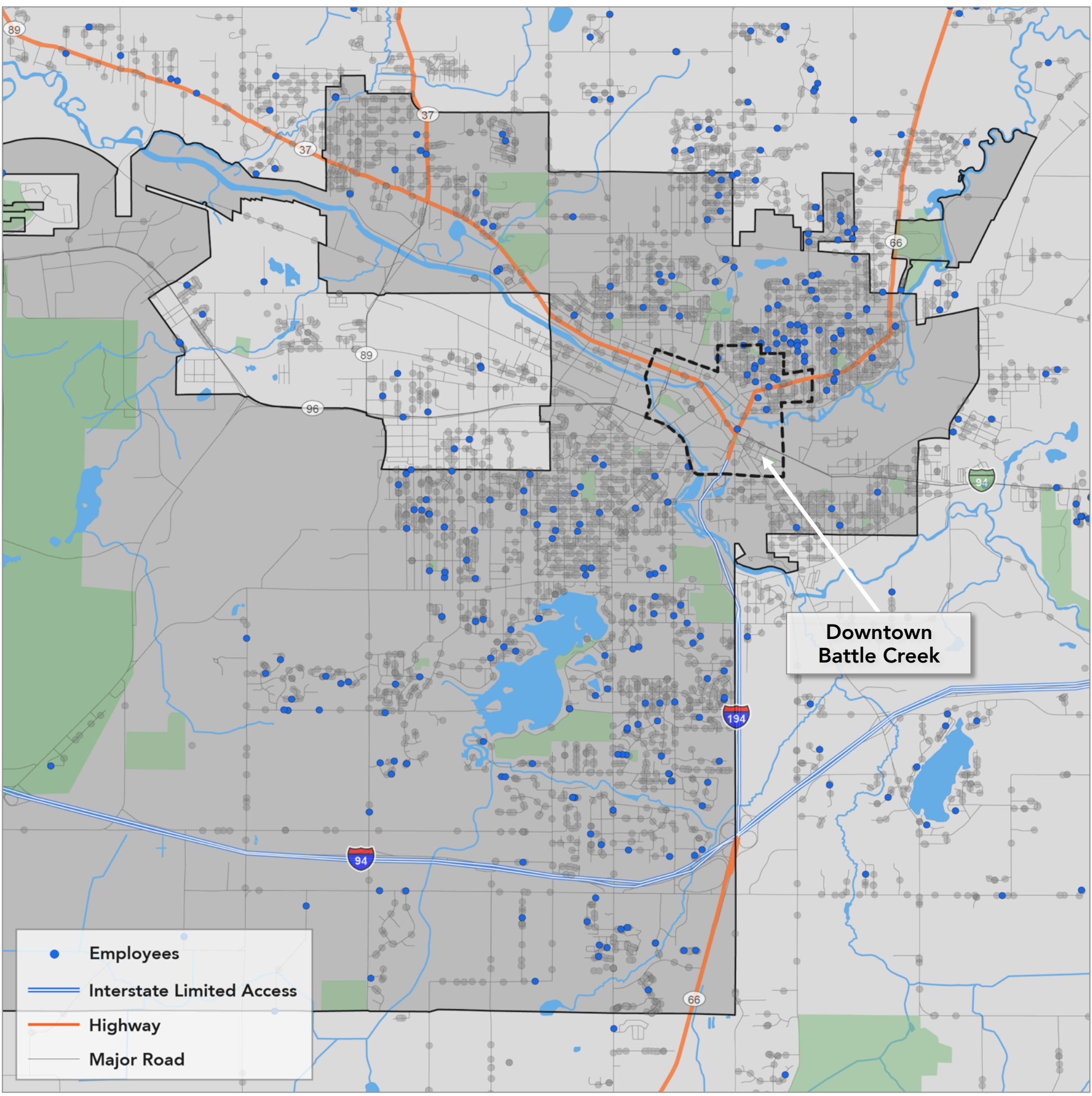
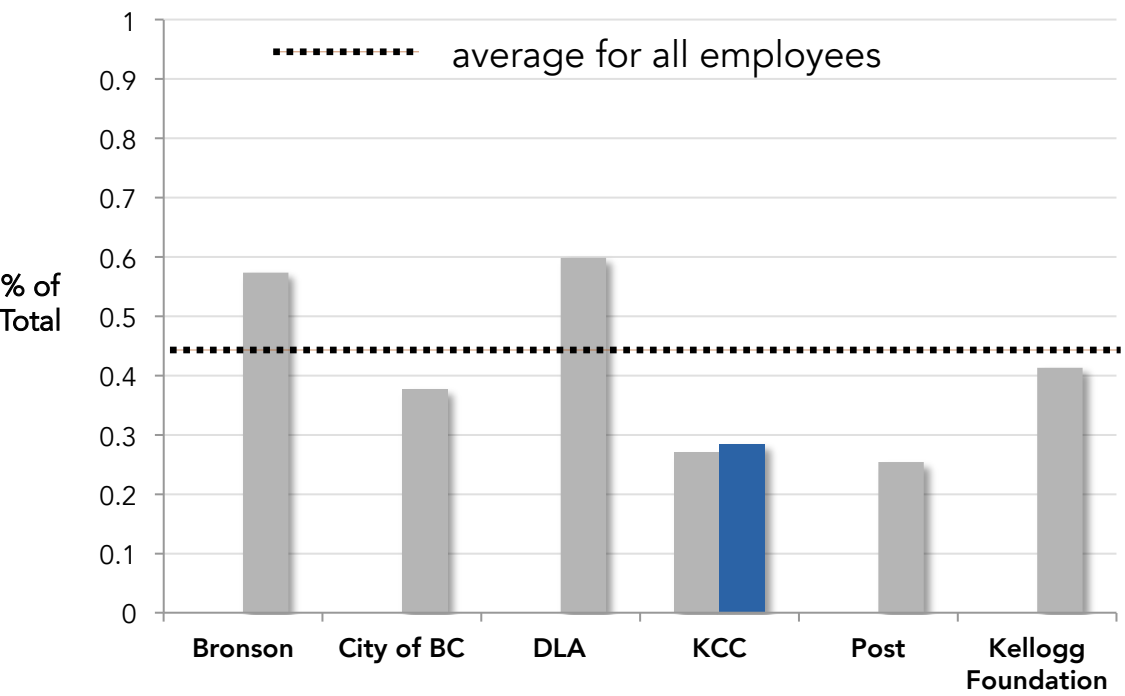
28%

(262)

K.C.C. Employees

Live in Battle Creek

Breakdown by Anchor



Source: Institutional In-State Employee/Student Data.
Notes: Kellogg Foundation, DLA and Bronson Health counts are based on zip code data and are not shown on the map.

DISTRIBUTION OF EMPLOYEES

BATTLE CREEK

Approximately

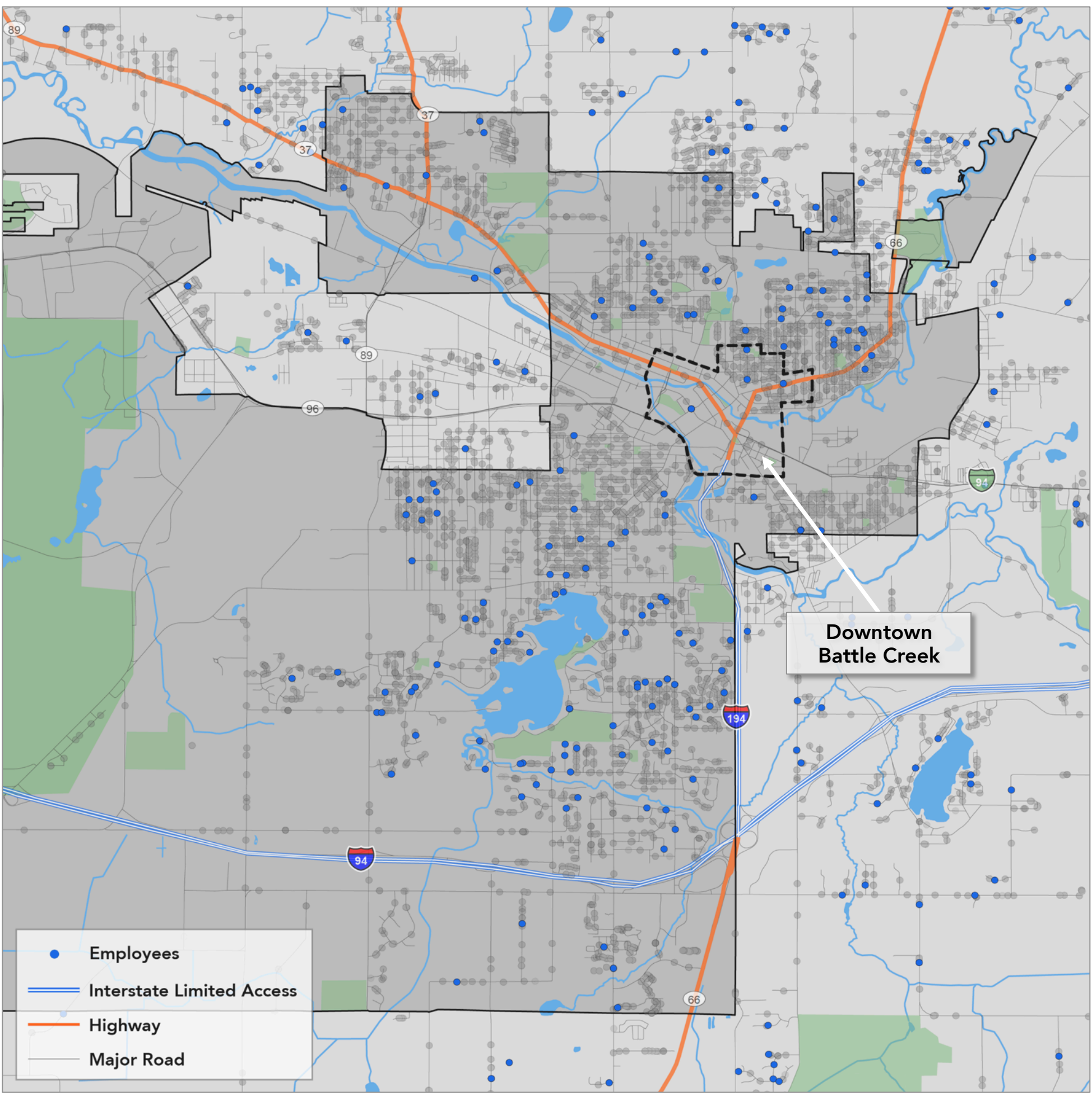
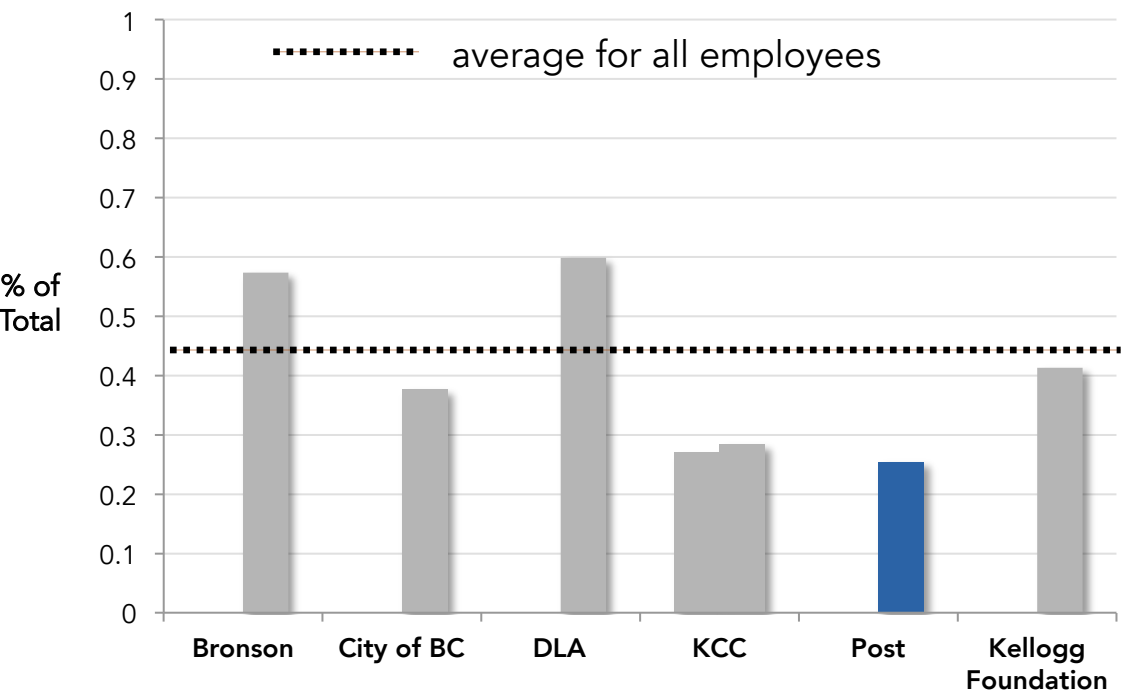
25%

(162)

Post Foods Employees

Live in Battle Creek

Breakdown by Anchor



Source: Institutional In-State Employee/Student Data.
Notes: Kellogg Foundation, DLA and Bronson Health counts are based on zip code data and are not shown on the map.

DISTRIBUTION OF STUDENTS

BATTLE CREEK

Approximately

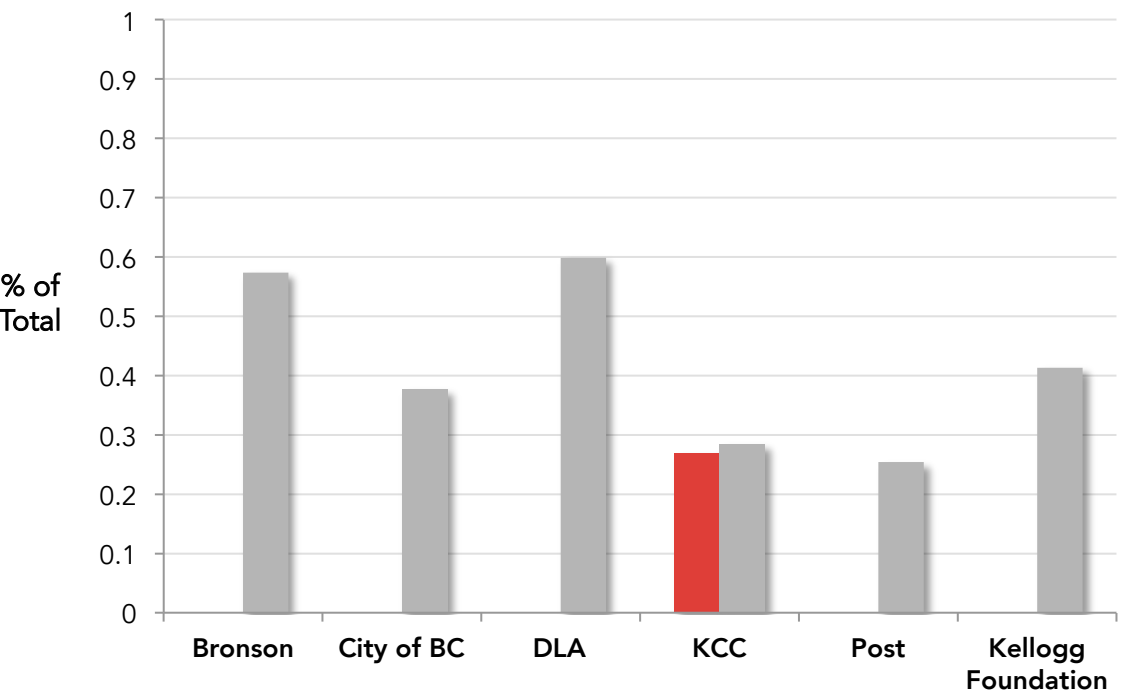
27%

(3,252)

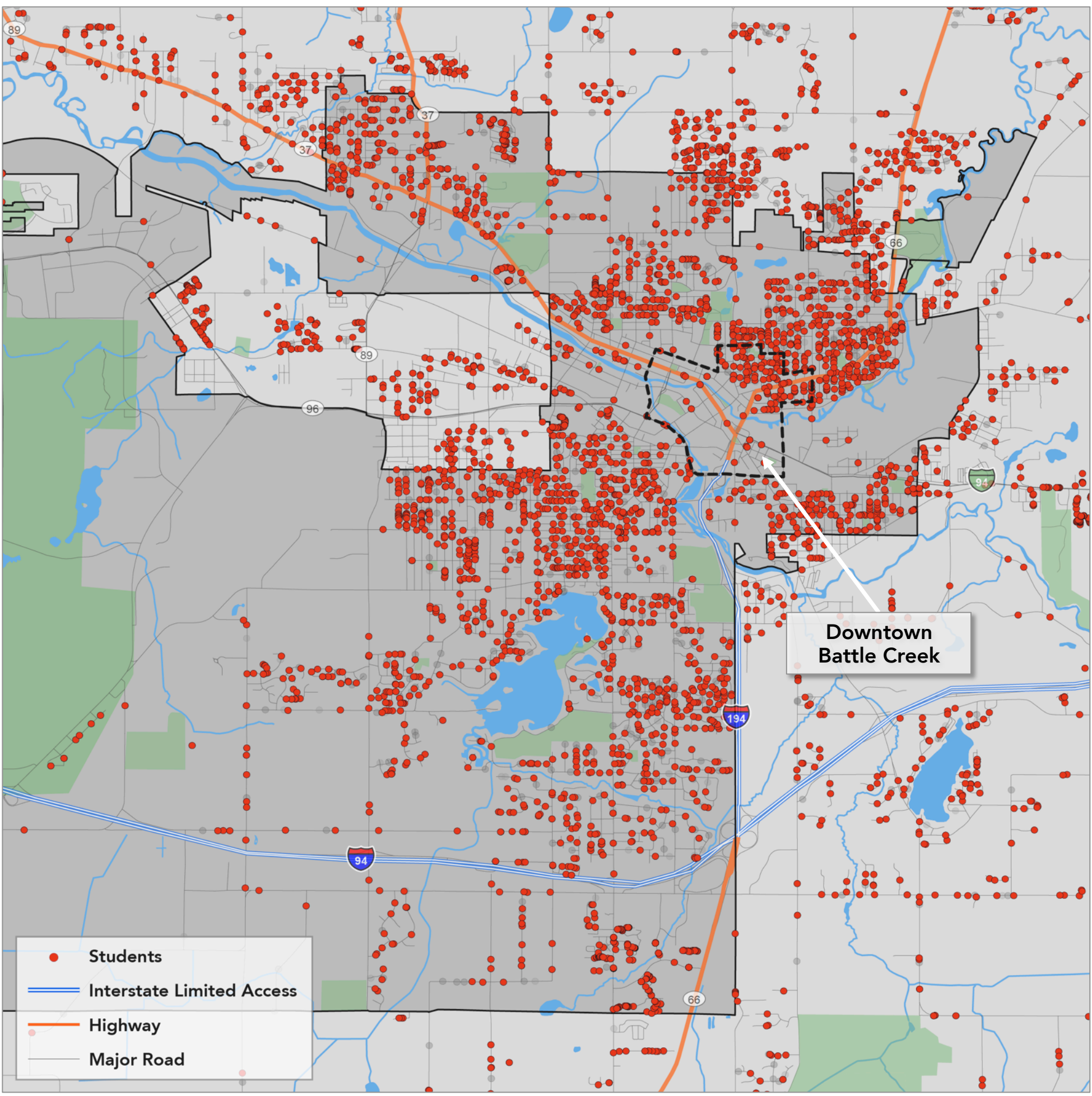
K.C.C. Students

Live in Battle Creek

Breakdown by Anchor



Source: Institutional In-State Employee/Student Data.
Notes: Kellogg Foundation, DLA and Bronson Health counts are based on zip code data and are not shown on the map.



DISTRIBUTION OF EMPLOYEES/STUDENTS

BATTLE CREEK

Approximately

27%

Of all
Students

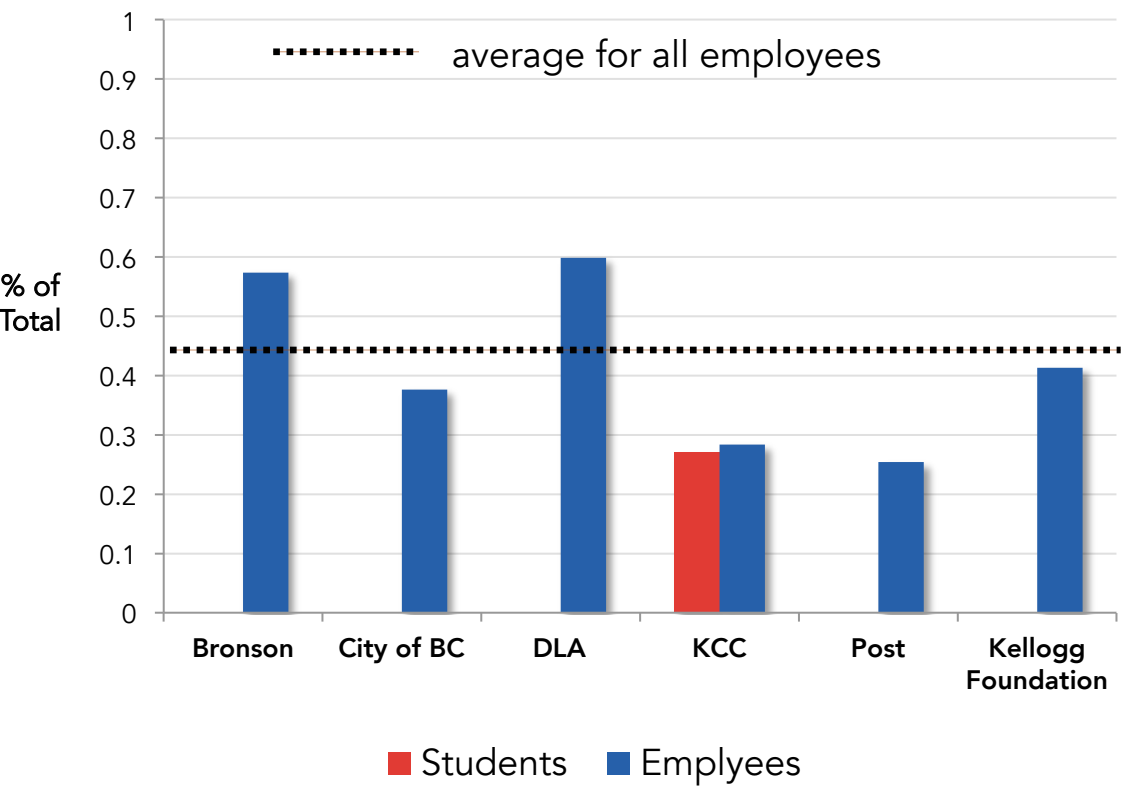
&

47%

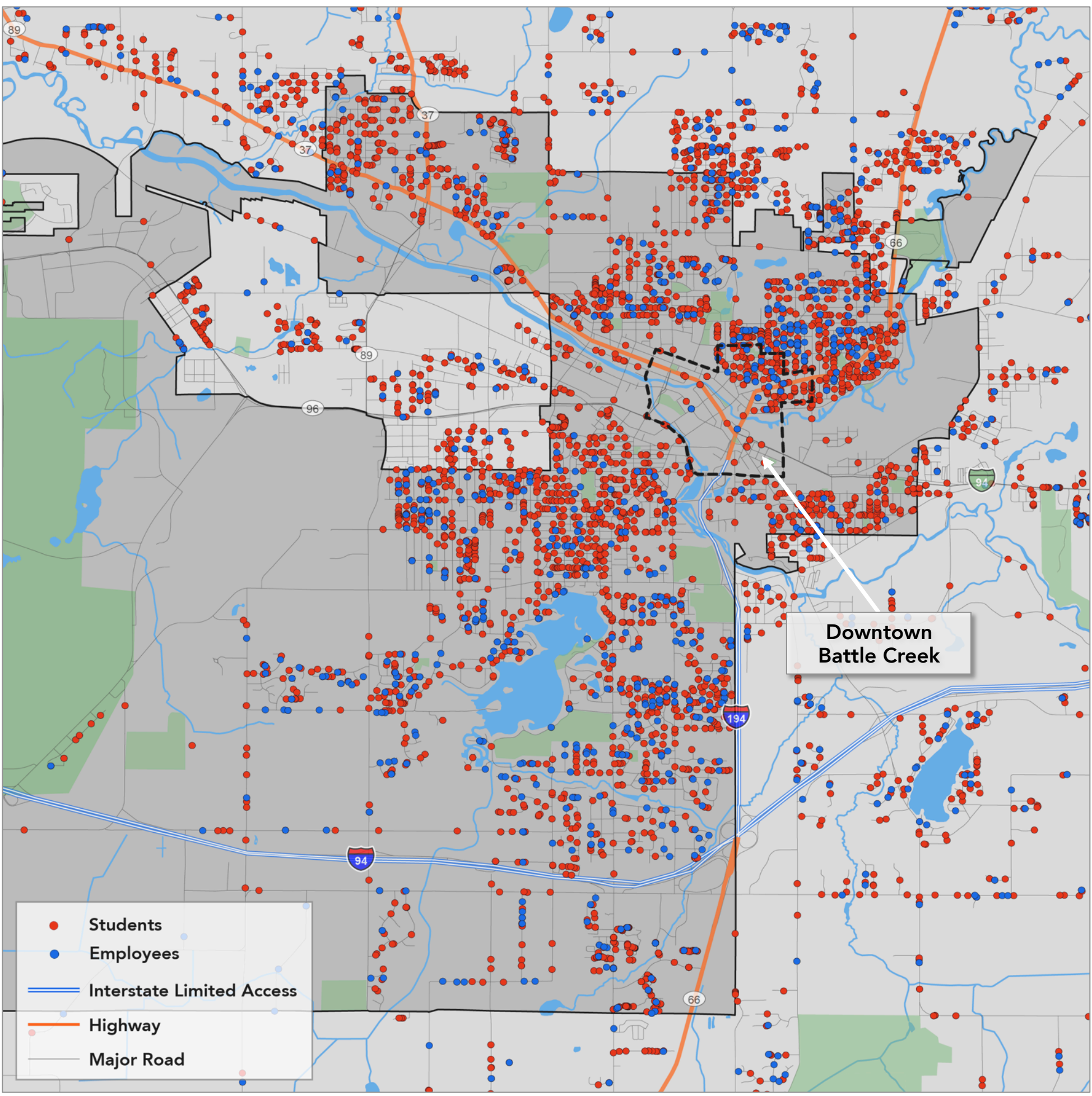
Of all
Employees

Live in Battle Creek

Breakdown by Anchor



Source: Institutional In-State Employee/Student Data.
Notes: Kellogg Foundation, DLA and Bronson Health counts are based on zip code data and are not shown on the map.



Approximately

Breakdown by Anchor



The map displays the downtown area of Battle Creek, Michigan, with a focus on the location of the new downtown office building. The map includes a legend in the bottom left corner identifying symbols for Students (red dots), Employees (blue dots), Interstate Limited Access (blue line), Highway (orange line), and Major Road (grey line). A white arrow points to a specific location on the map, labeled 'Downtown Battle Creek'. The map shows a grid of streets, including major roads like Michigan Ave W, Van Buren St W, and Jackson St W. The new office building is located near the intersection of Van Buren St W and Jackson St W, just north of the downtown area. The map also shows the location of the old office building, which is marked with a red dot near the intersection of Van Buren St W and Jackson St W. The map includes a scale bar in the bottom right corner, indicating distances in feet and miles.

RESIDENTIAL PATTERNS

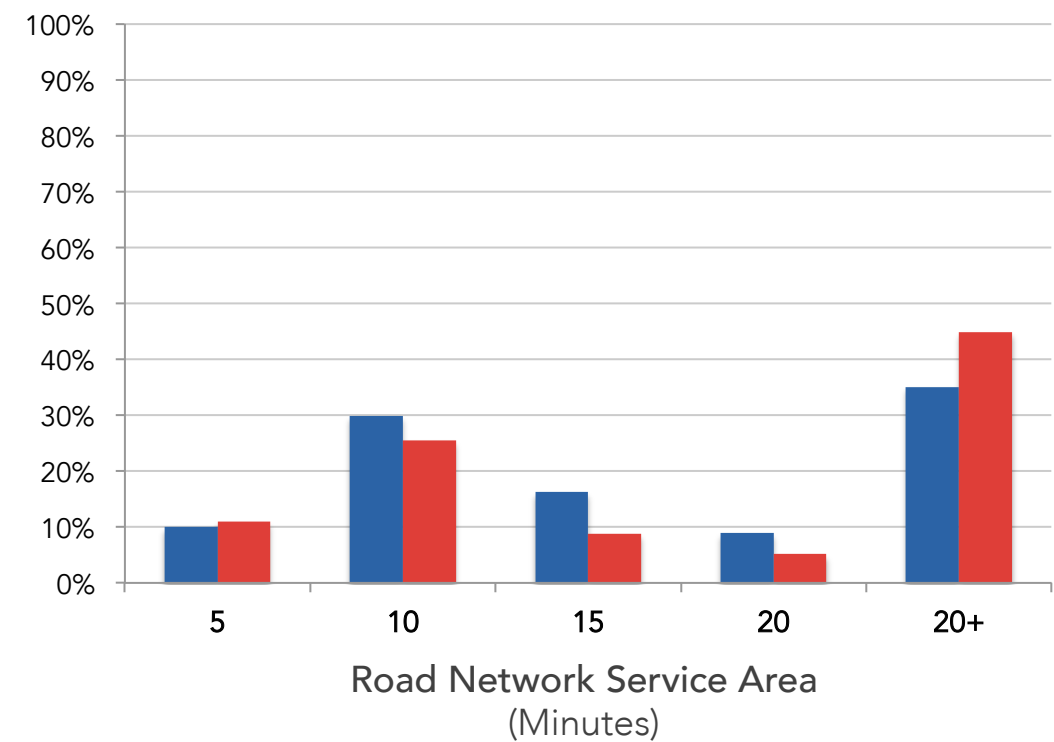
EMPLOYEE/STUDENT

LIVE LOCAL SUMMARY

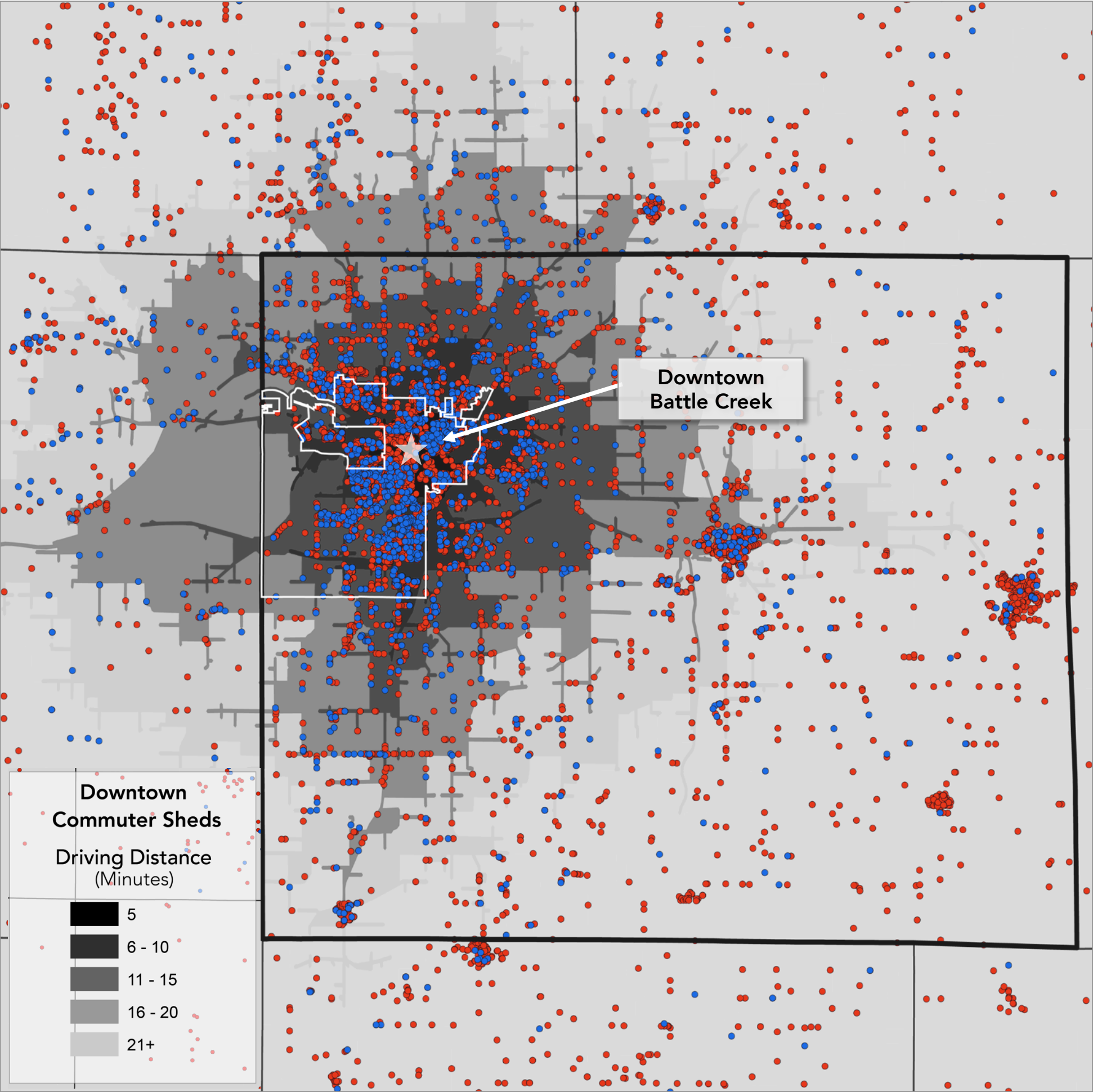
Approximately

50% Of all **&** **65%** Of all
Students Employees

Live within a 20 minute drive to
Downtown



Note: Service generated for point at the center of Downtown boundary. A 5-minute service area for includes all the streets that can be reached within five minutes from that point



EMPLOYEE

RESIDENTIAL PATTERNS

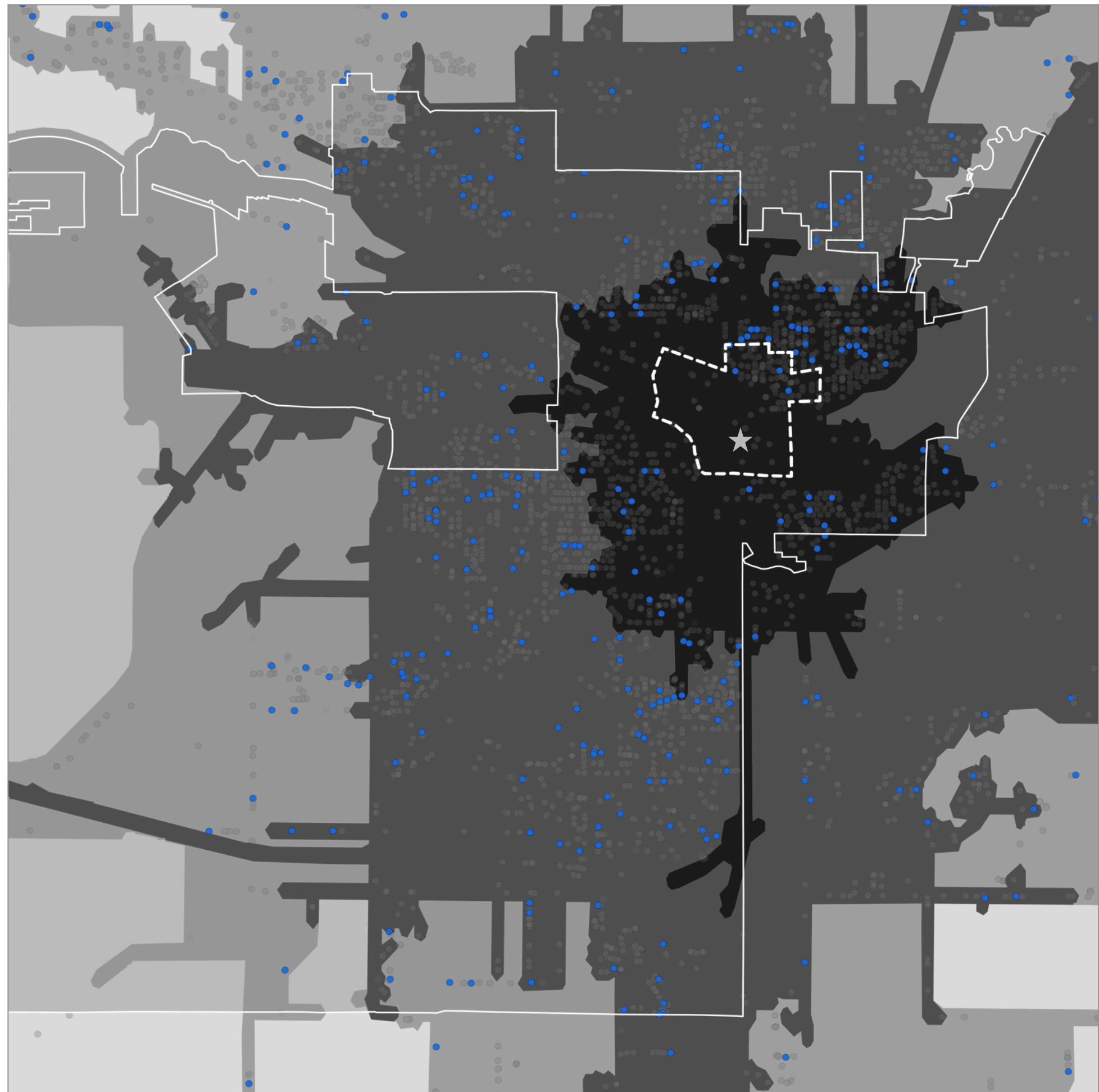
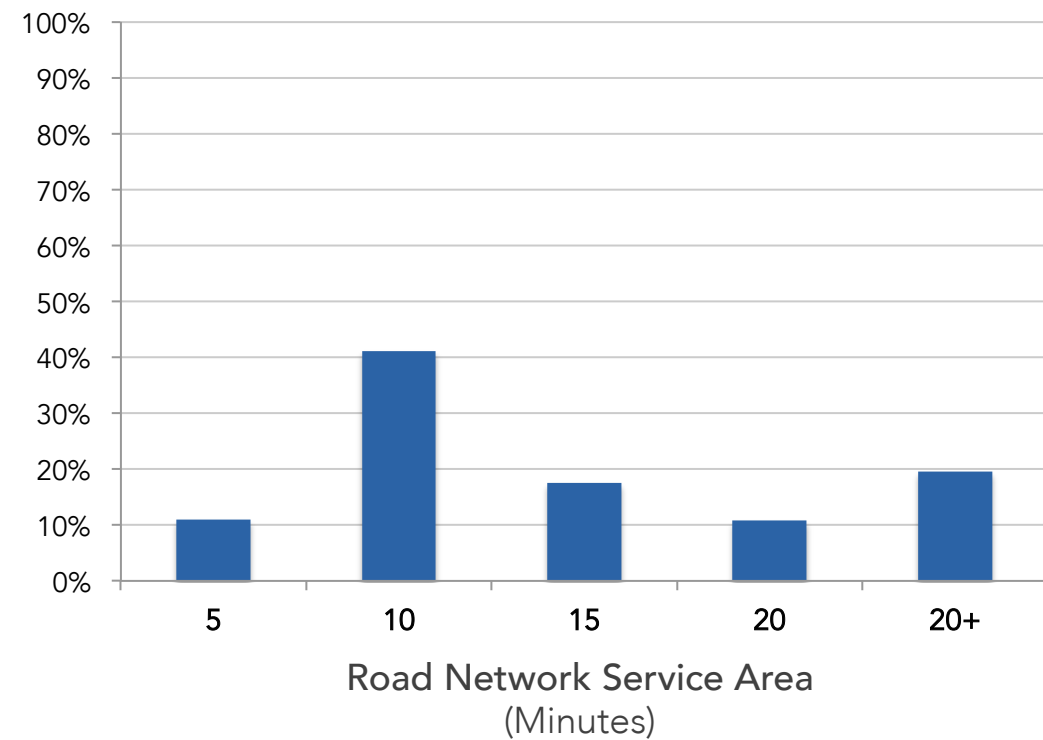
Approximately

80%

(476)

City Employees

Live within a 20 minute drive to Work



EMPLOYEE

RESIDENTIAL PATTERNS

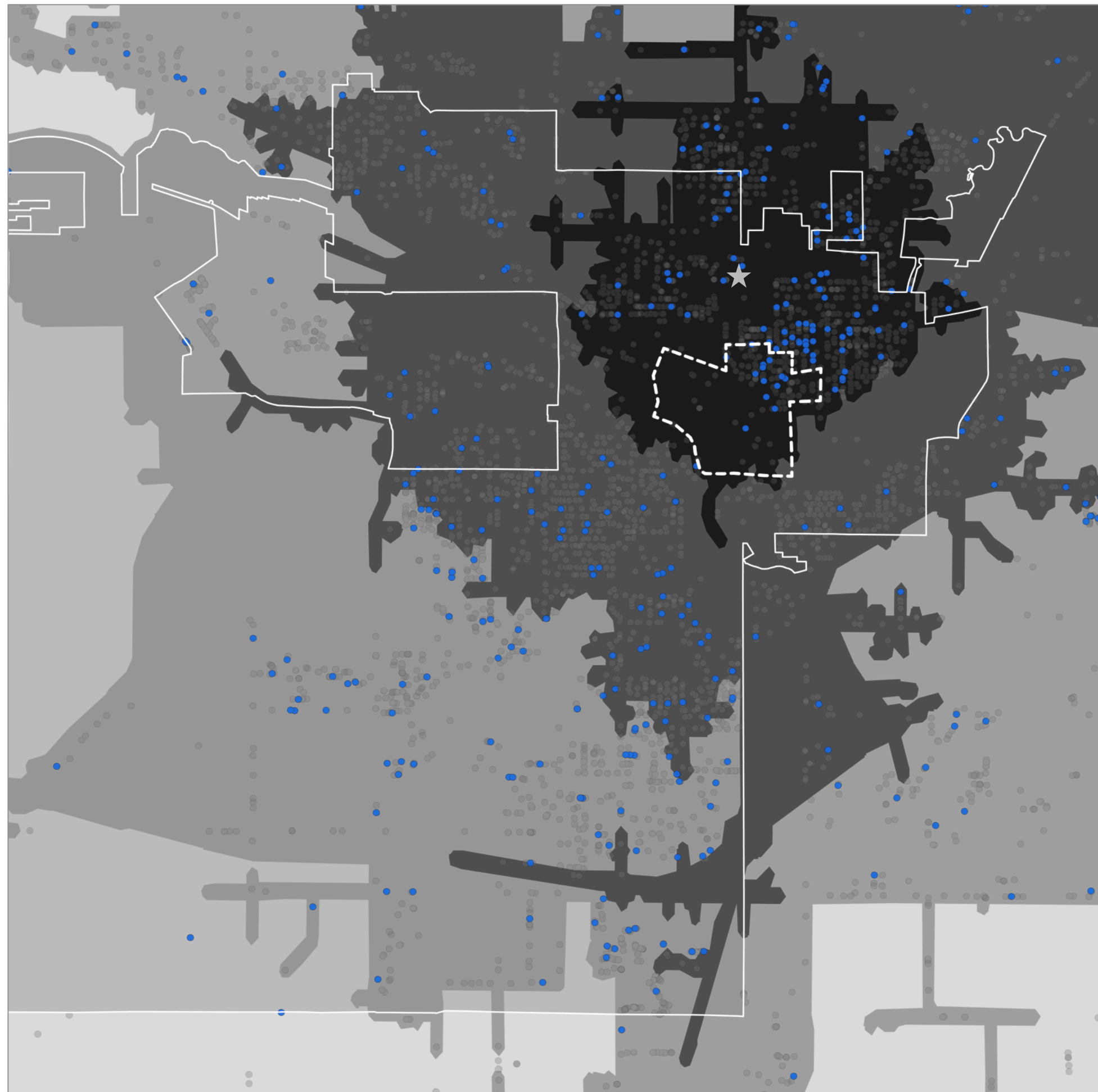
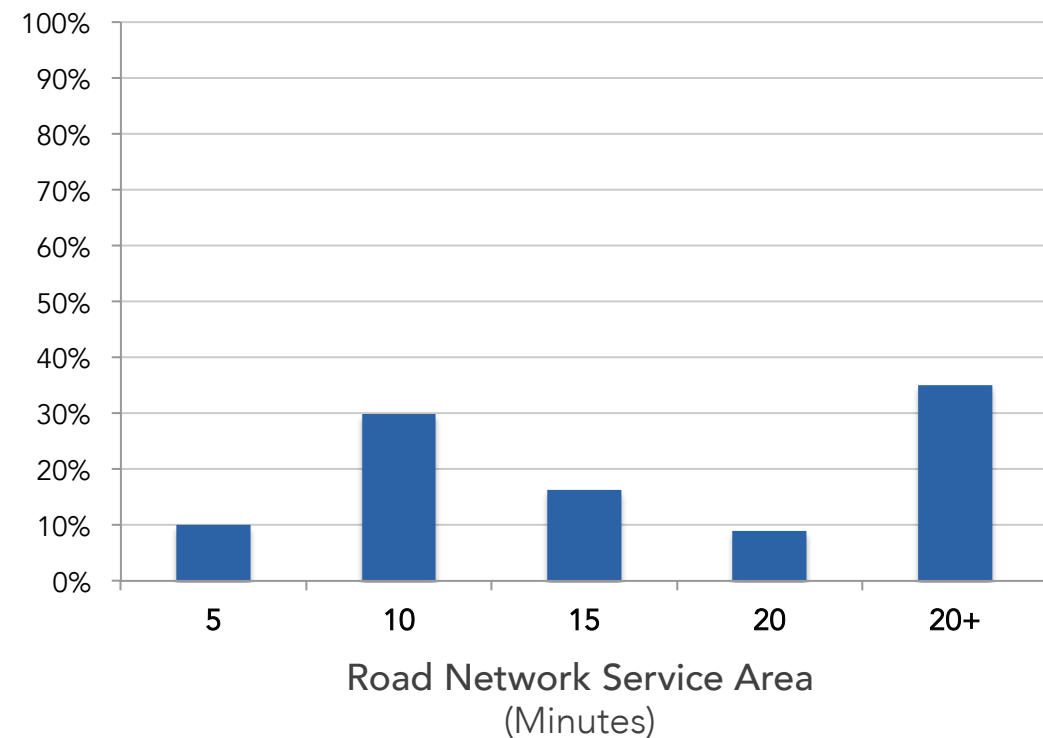
Approximately

53%

(491)

K.C.C. Employees

Live within a 20 minute drive to Work



EMPLOYEE

RESIDENTIAL PATTERNS

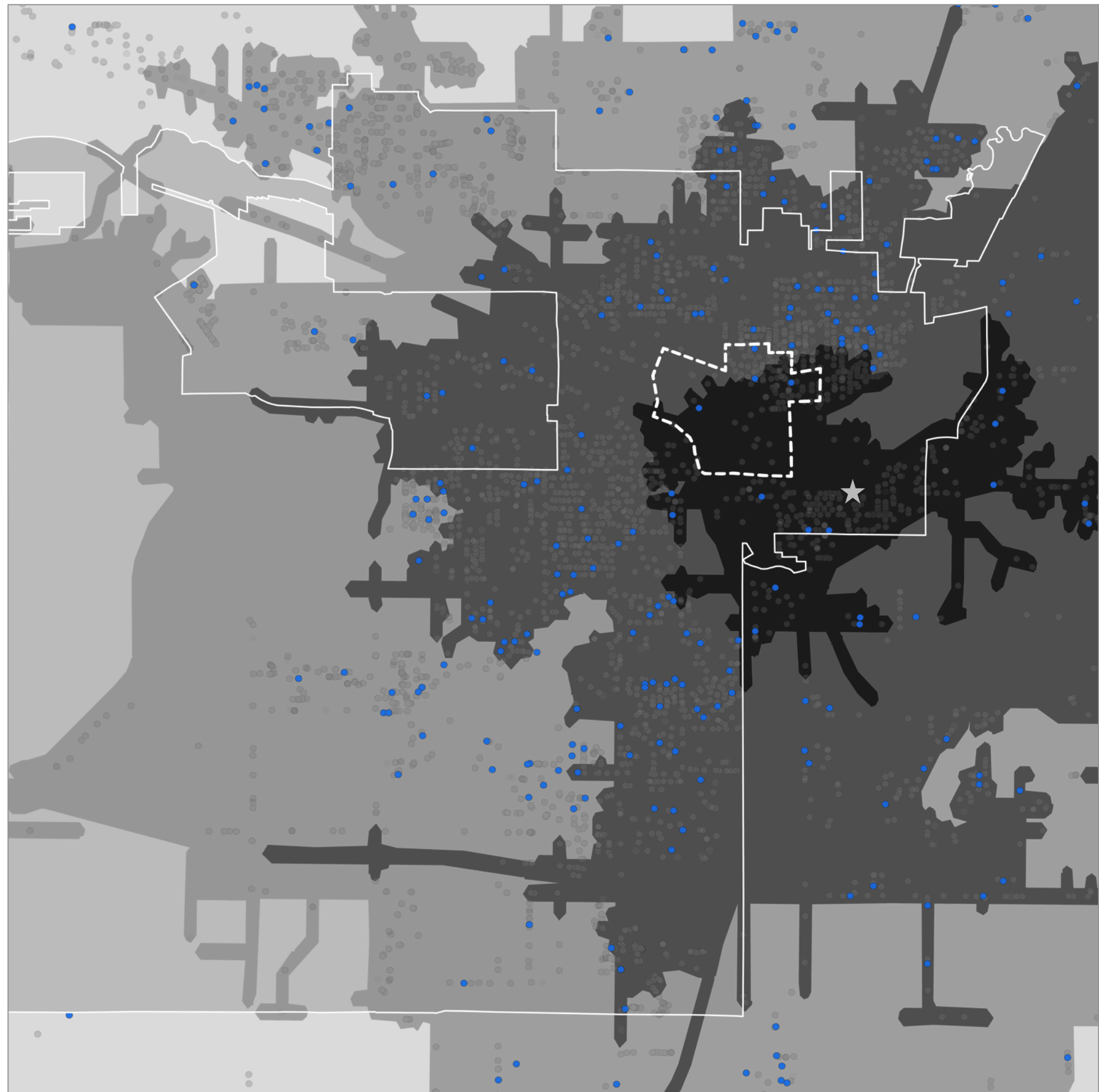
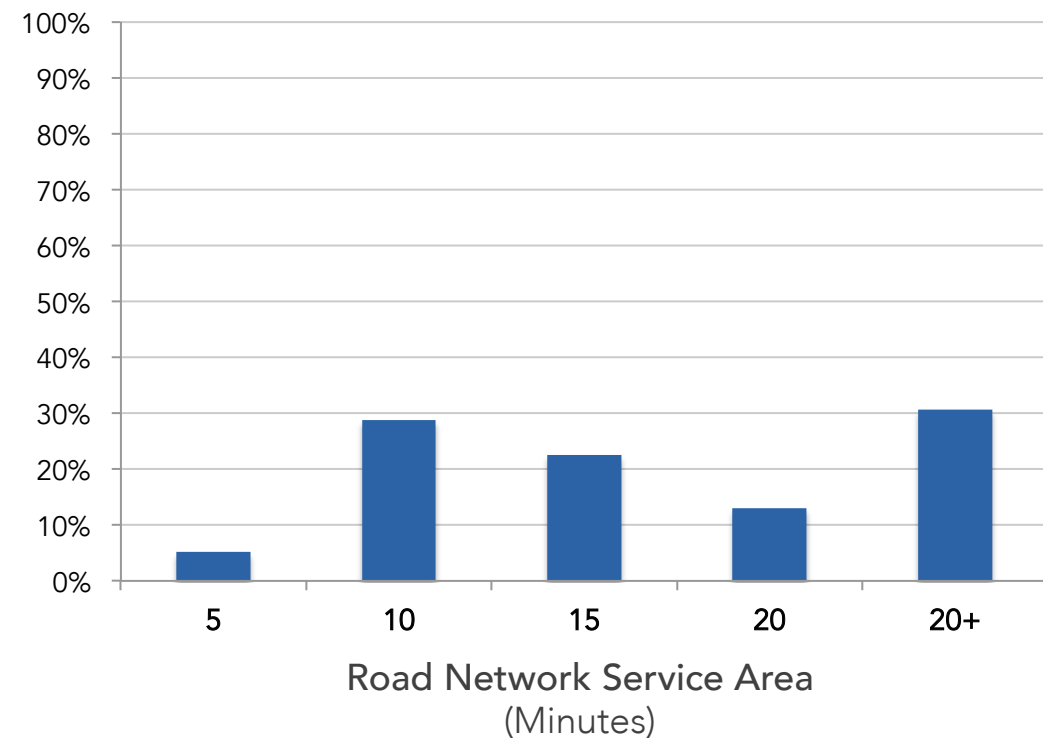
Approximately

69%

(447)

Post Foods Employees

Live within a 20 minute drive to Work



STUDENTS

LIVE LOCAL SUMMARY

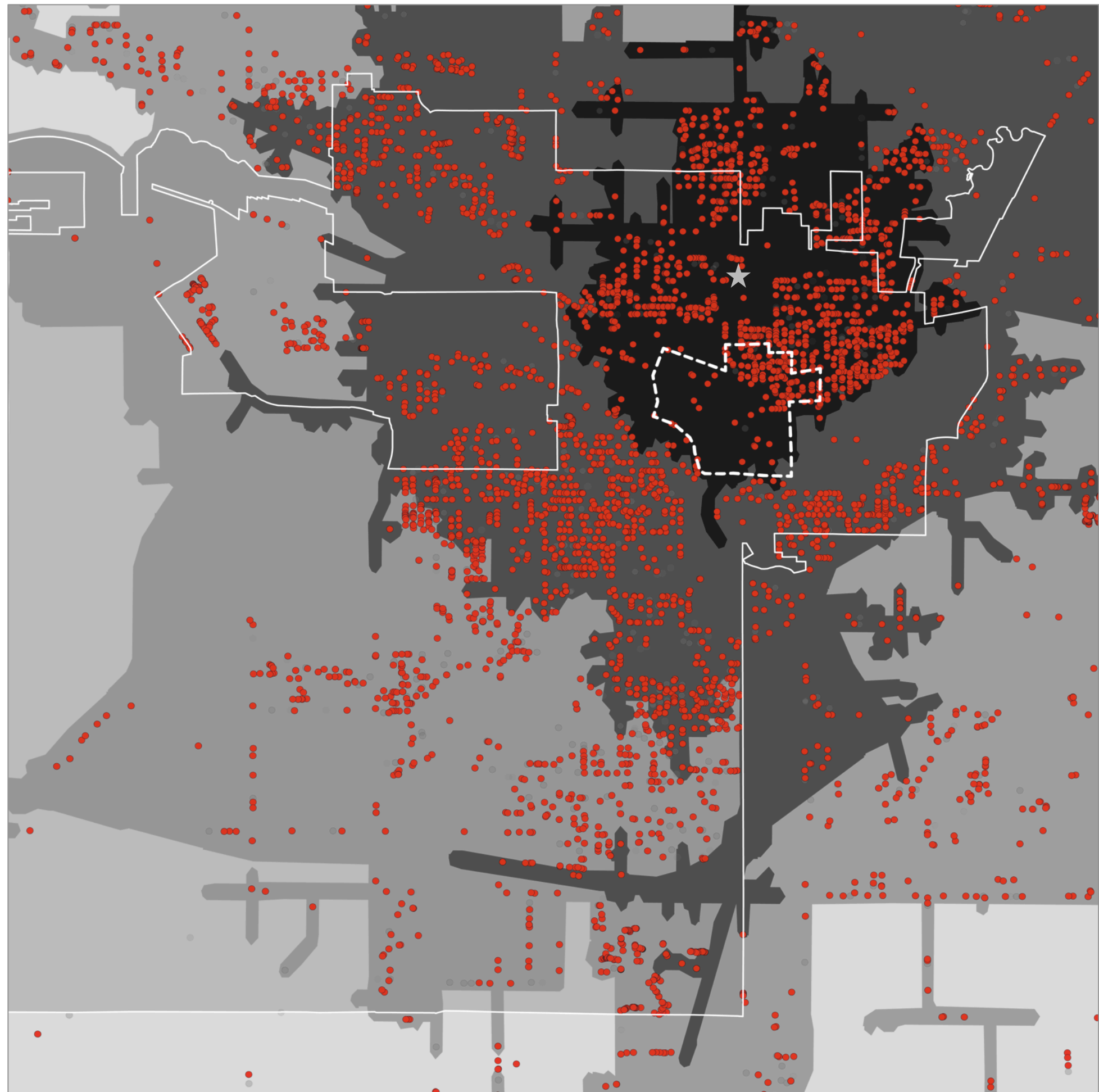
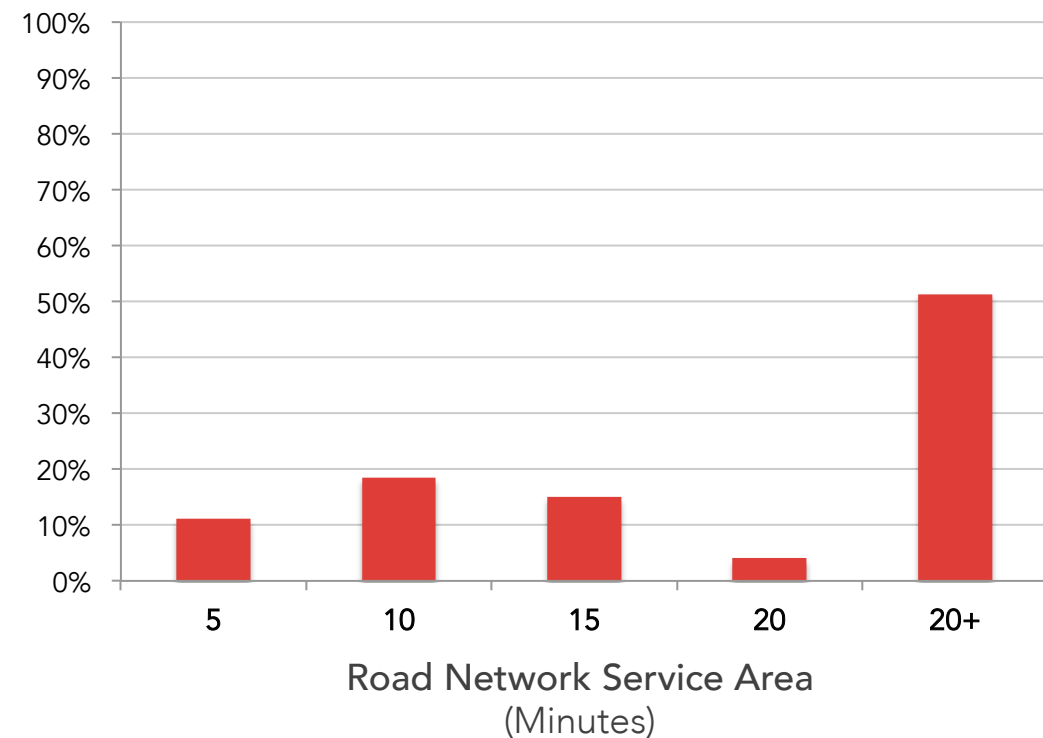
Approximately

49%

(6,098)

K.C.C. Students

Live within a 20 minute drive to
School

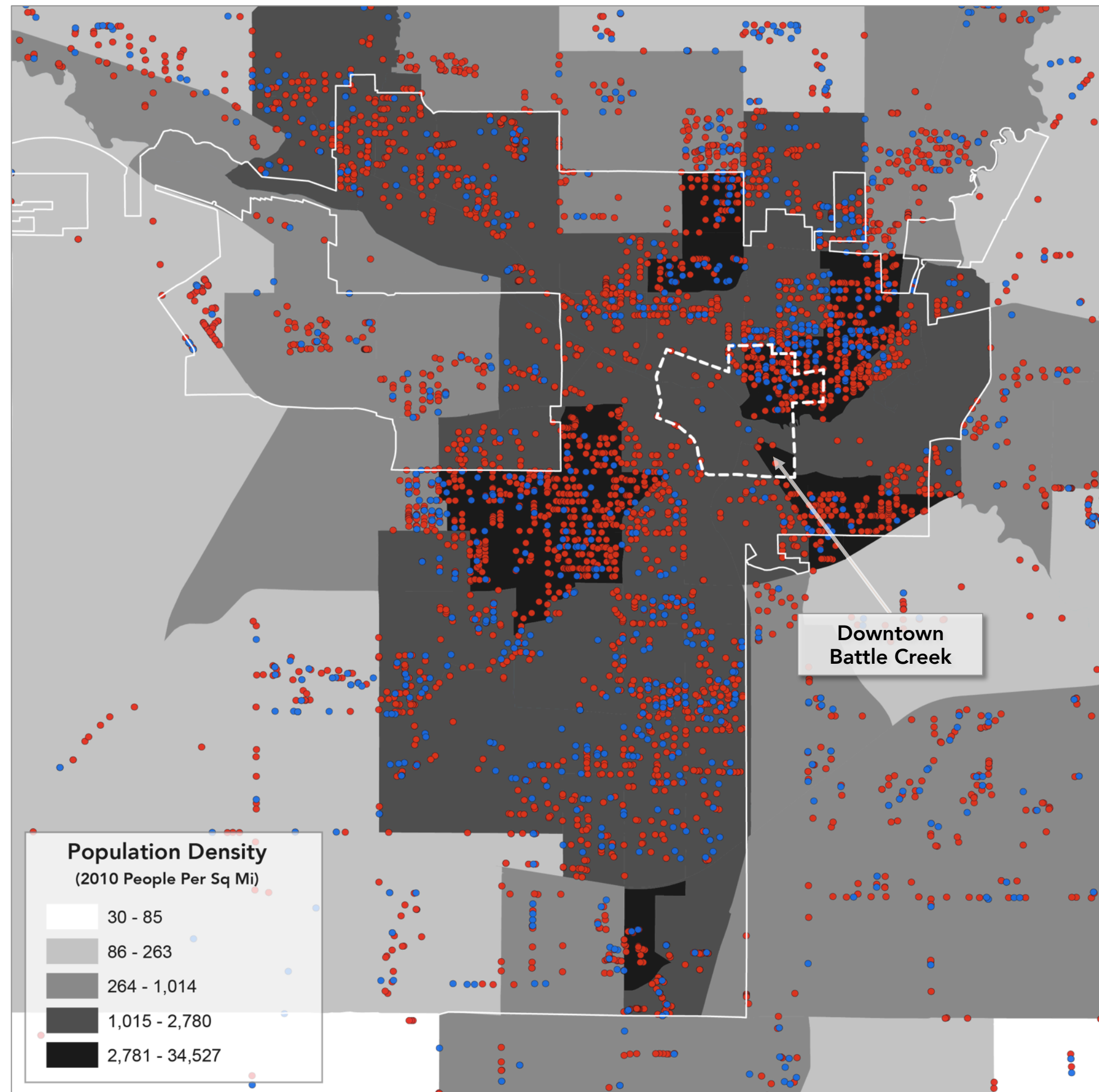


HOUSING SUPPLY

EMPLOYEE/STUDENT

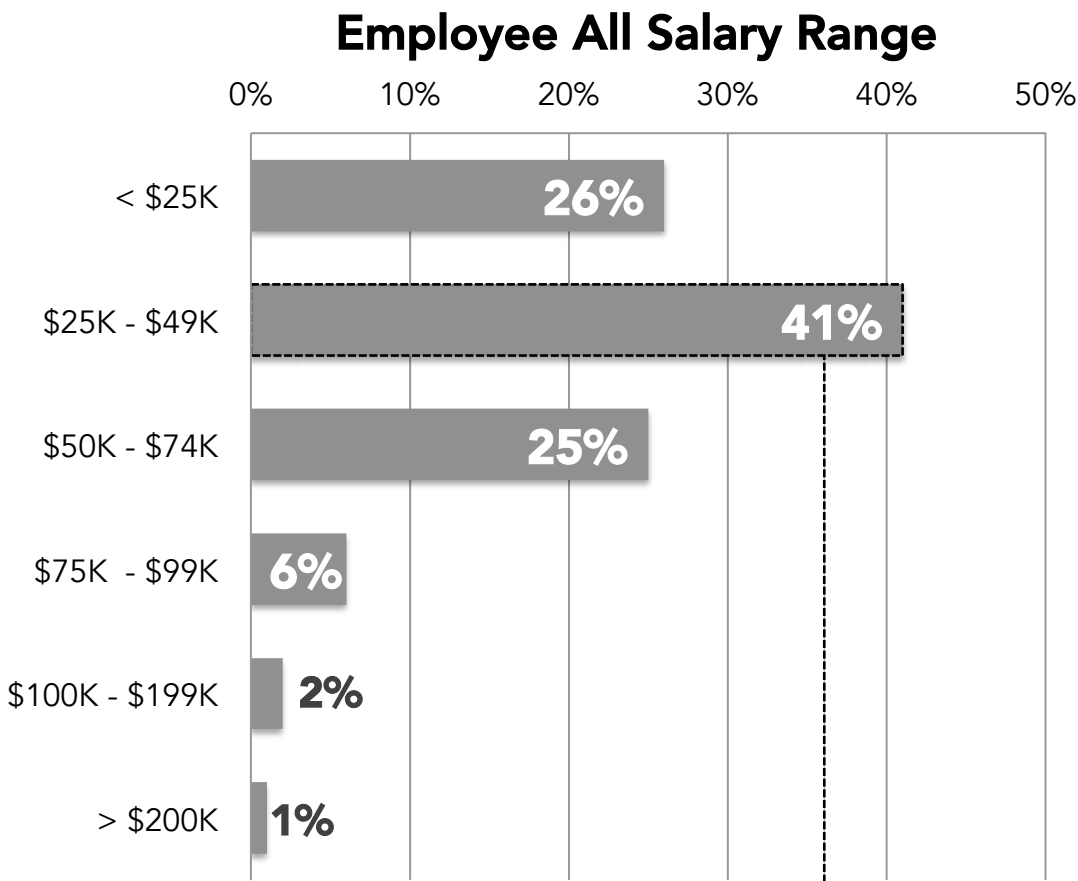
RESIDENTIAL PATTERNS

Employees & students are living within desirable **proximate neighborhoods** in much **higher densities** than **Downtown**.



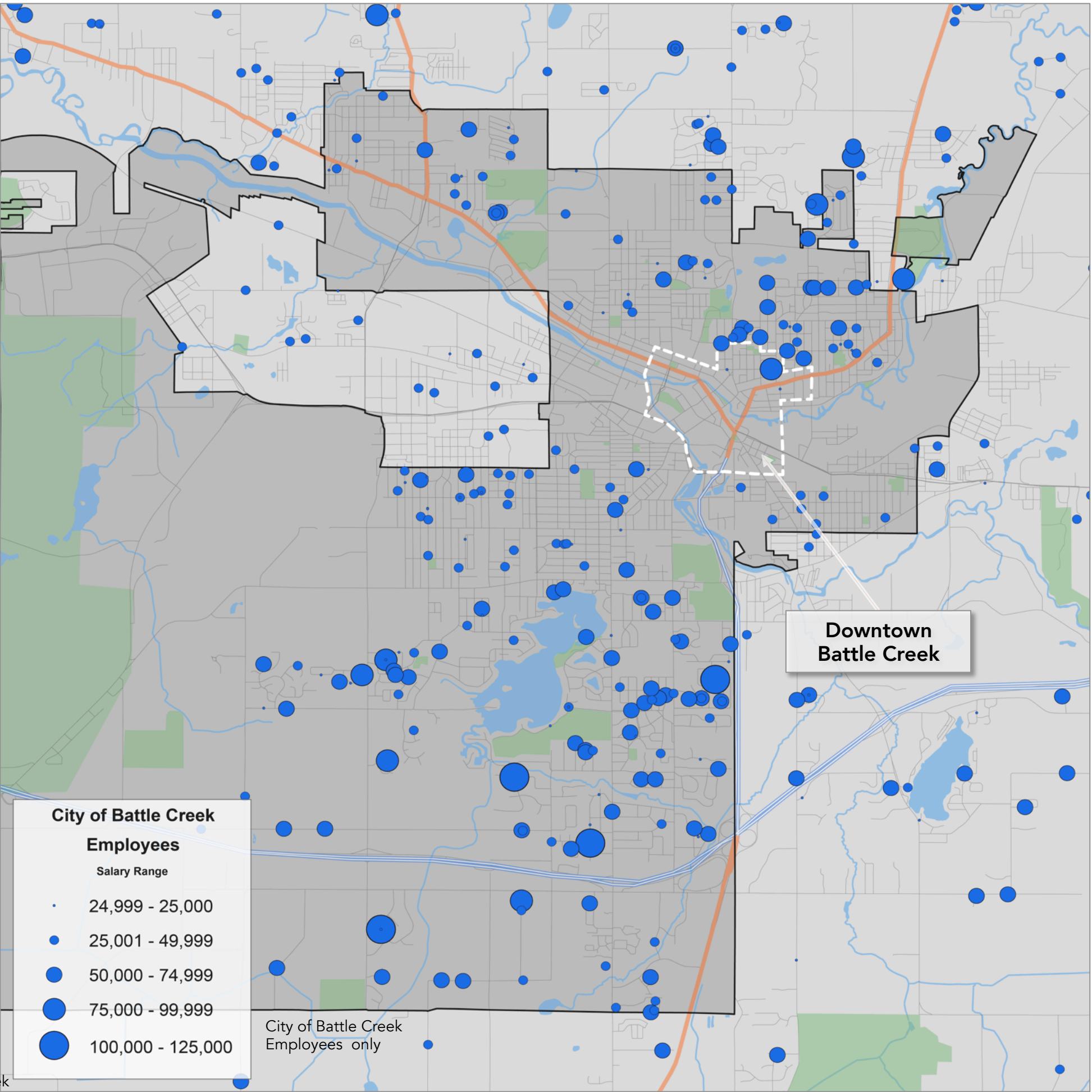
EMPLOYEE

HOUSING DEMAND



Cost Burdened:
Monthly housing costs greater
than **\$1,250**
(30% of \$50K)

Severely Burdened:
Monthly housing costs greater
than **\$1,875**
(45% of \$50K)



Source: Institutional In-State Employee/Student Data.
Notes: Salary based on Bronson Health and City of Battle Creek Data; Only City of Battle Creek Employees are shown on the map.

HOUSING

SUPPLY WITHIN EMPLOYEE/STUDENT CLUSTERS

1
Approximately
110 Employees, 530 Students
Average Asking Price
\$105,000
1 Bed - \$640
2 Bed - \$570
3 Bed - \$600

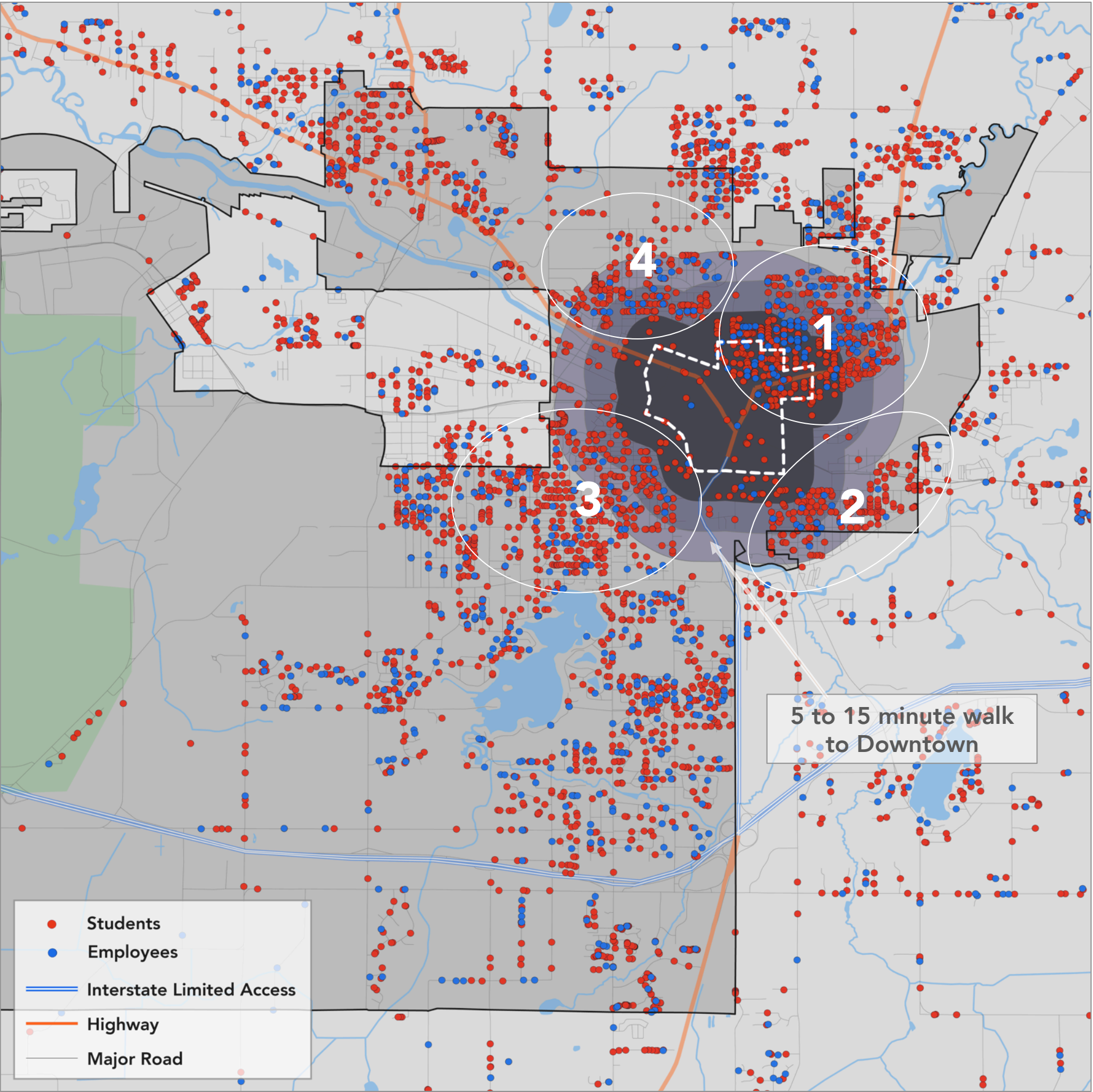
2
Approximately
40 Employees, 300 Students
Average Asking Price
\$24,000
1 Bed - \$544
2 Bed - \$595

3
Approximately
150 Employees, 820 Students
Average Asking Price
\$315,000
1 Bed - \$530
2 Bed - \$610
3 Bed - \$860

4
Approximately
45 Employees, 310 Students
Average Asking Price
\$46,000
1 Bed - \$510
2 Bed - \$600
3 Bed - \$770

Cost Burdened:
Monthly housing costs greater
than **\$1,250**
(30% of \$50K)

Severely Burdened:
Monthly housing costs greater
than **\$1,875**
(45% of \$50K)



CONCLUSIONS

While 27% of all students and 47% of all employees are living in Battle Creek, very few live within Downtown. Less than 1% of both students and employees are living in or within a 15 minute walk to Downtown.

Driving to Battle Creek is not a burden, 50% of all employees and 65% students live within a 20 minute drive to Downtown Battle Creek.

Employees and students live in proximate neighborhoods in higher residential densities along transit networks in close proximity to Downtown.

Initial findings suggest cost of existing housing in proximate neighborhoods may not require incentives. Further exploration of housing is needed to confirm viability of housing incentives and housing supply constraint.

Housing incentive program would be best suited for new hires with average commute times greater than 30 minutes.